# UTHUNGULU DISTRICT MUNICIPALITY



UTHUNGULU

uThungulu District Municipality
uThungulu Distrik Munisipaliteit
uMasipala Wesifunda Waso Thungulu



# INTEGRATED DEVELOPMENT PLAN

# 2012/13 – 2016/17

# 3nd REVIEW 2015/16

## DRAFT MARCH 2014


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# SECTION A: EXECUTIVE SUMMARY

## A1.0 OVERVIEW OF THE DISTRICT

### A1.1 LOCALITY

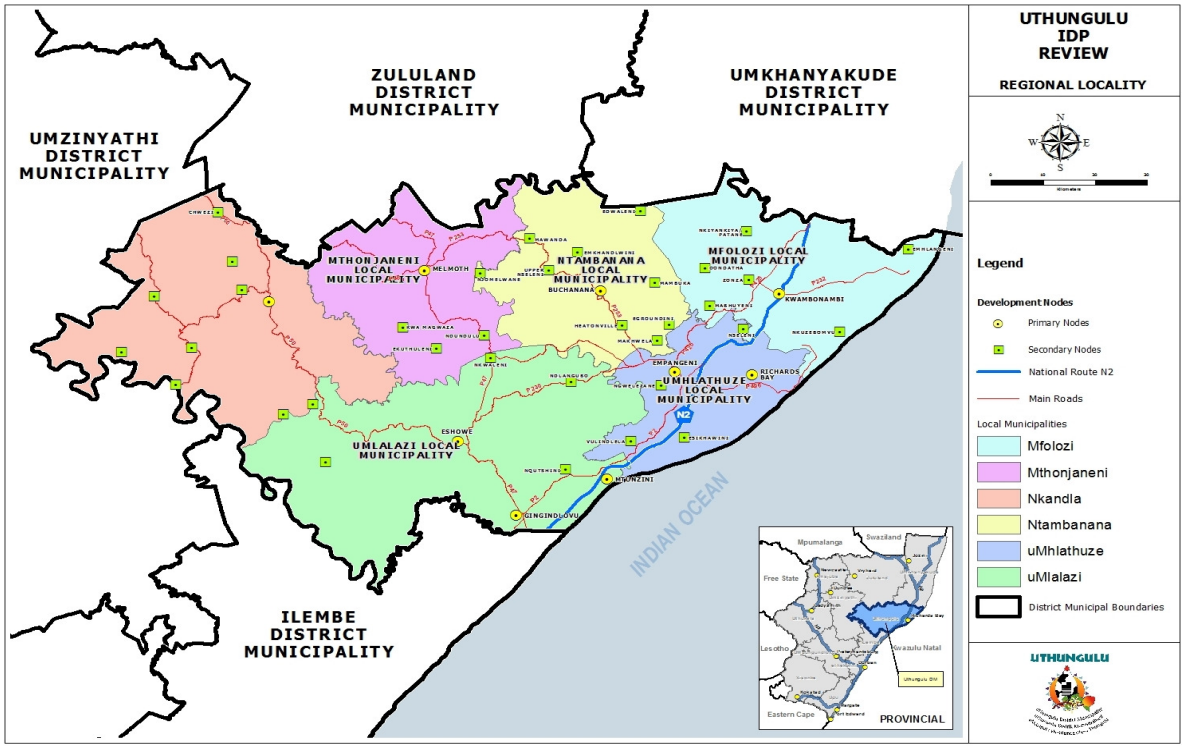
uThungulu District Municipality is a category C municipality and is located in the north-eastern region of the KwaZulu-Natal province on the eastern seaboard of South Africa. It covers an area of approximately 8213 square kilometres, from the agricultural town of Gingingdlovu in the south, to the uMfolozi River in the north and inland to the mountainous beauty of rural Nkandla.

The district is home to six local municipalities:

- uMhlathuze,
- Ntambanana,
- uMlalazi,
- Mthonjaneni,
- Nkandla,
- uMfolozi.

It has the third highest population in the province after the eThekwini Metro (Durban) and the uMgungundlovu district (Pietermaritzburg and surrounds).

**Map 1: Locality**



### A1.1.1 LOCALITY PROFILE

This paradoxical district comprises the best and worst of the two economies of this country. We are home to several of the largest industrial giants in the world, the retail sector in our urban areas are burgeoning with economic activity, the agricultural and tourism potential is boundless and opportunities exist for local economic development. However, in recent times, the district has also experienced a number of difficulties in light of the world-wide economic recession. This coupled with crippling droughts and deep rural communities living in utter poverty are also strong characteristics of uThungulu district, with a backlog of water and sanitation service delivery topping our list of priorities.

### A1.1.2 COMPETITIVE ADVANTAGES

- uThungulu area is well-endowed with natural resources. Its competitive advantages are:
- A good climate that opens up avenues for productive agricultural and tourism development;
- Agriculture with irrigation infrastructure in place; and
- A scenic environment and coastal terrain which create opportunities for tourism development.

uThungulu's unique qualities set it apart from many other regions in South Africa. It boasts the largest deep-water port on the African continent, which imports the most bulk cargo of all African ports. It has double the capacity of the Port of Durban to its south and handles in excess of 75 million tons of cargo annually. The development of the harbour facilities at Richards Bay has promoted the development of the manufacturing sector, such that the manufacturing sector is one of the largest economic contributors to the gross geographic product in uThungulu.

### A1.1.3 CHALLENGES

Some 80% of the population is rural and 53% is aged between 0 and 19 years. Women make up 53% of the population due to migration patterns associated with the province in general and there are large disparities in settlement concentrations.

The challenge is to provide basic services such as water and sanitation to these people while stimulating local economic development, job creation and the growth of the small and medium business sector. The need to address poverty is one of the most critical issues. The municipality enjoys good relations with the business sector and non-governmental organizations.

uThungulu District Municipality allocates the majority of its annual income to capital infrastructure projects in three local municipalities: uMfolozi, Ntambanana and Nkandla, where the vast majority of residents live in rural homesteads and unemployment is at about 50%. A lack of scarce skills has negatively affected the employment conditions, as industries have been forced to source labour outside of the region, to the detriment of local workers.

### A1.1.4 SERVICE DELIVERY AND INFRASTRUCTURE

The council's highest priorities are aimed at eradicating rural backlogs for water supply and sanitation services, as measured against RDP standards. The following has been achieved in uThungulu District with regard to water and sanitation backlogs:

- Water backlog: from 81% in 2001/02 to 39% in 2013/14 to 36% in 2014/15
- Sanitation backlog from 80% in 2001/02 to 30% in 2013/14 to 30% in 2015/15

### A1.1.5 LOCAL ECONOMIC DEVELOPMENT

uThungulu offers highly favourable agricultural conditions as it has extremely fertile soils, good rainfall and enjoys an excellent, frost-free climate all year round. A wide variety of bio-climatic conditions are on offer across the district, from the mountainous area of Nkandla down to the coastline. The agricultural sector is a dual economy, consisting of commercial agriculture on one hand and traditional agriculture on the other. The commercial agricultural economy is based on the sugar and forestry industries. Traditional agriculture is practiced on most of the tribal lands in the district and has enormous potential for growth with agriculture as a niche area.

At uThungulu District Municipality giant steps have been taken in initiating skills transfer schemes and on-the-job training for members of our communities in the implementation of the majority of our capital infrastructure projects. The Local Economic Development initiatives have also led to job creation and entrepreneurship opportunities for our people. Partnerships with the Department of Agriculture and Poultry growers are assisting to devople commercial farmers. There have been further partnerships with IThala Development Finance Corporation for training of SMME's.

### A1.1.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The District Municipality's progress in implementing the IDP is measured through various means, for example; Service Delivery and Budget Implementation Plan.

The purpose of the district annual report is to provide a record of the activities of the municipality or entity; a report on performance in service delivery and budget implementation; and to promote accountability to the local community.

The level of fulfilment and satisfaction of the people of uThungulu district is measured by uThungulu District Municipality through a Customer Statisfaction Survey. The survey aims to determine the standard of living, levels of education and income as well as social activities that characterize the people of uThungulu. In this way the district is able to measure the effect of its service delivery programmes as well as understand the bread-and-butter issues of its citizens.

## A1.1.7 LEGISLATIVE MEETINGS

The implementation of Section 81 of the Municipal Structures Act, Act 117 of 1998 that provides for the participation of traditional leaders in Municipal Councils is now underway. The Gazette identifying the names of Traditional Leaders that are to serve in Municipalities was published in April 2013 (Provincial Gazette No 926 Vol. 7). The Traditional leaders that are to serve in uThungulu District Municipality Council are as follows:

**Table 1: Traditional Leaders and Legislative Meetings**

| NAME OF TRADITIONAL LEADER | IDENTITY NUMBER | TRADITIONAL COMMUNITY |
|---|---|---|
| Victoria Thembelihle Dube | 5308120336088 | Kholweni |
| Bonginkosi Shilo Mthembu | 7104065297080 | Somopho |
| Zakhe Davidson Mpungose | 7405065426086 | Mpungose |
| Sifiso Regional Biyela | 8103035664089 | Mombeni |
| Velemandleni Biyela | 3802085197081 | Yanguye |
| Bhekisabelo Sithembiso Shezi | 7505275719082 | Chube |
| Muziwami Thembinkosi Zuma | 7106166485084 | Nxamalala |
| Mandla Mbeki Mkhwanazi | 6410106978088 | Mkhwanazi |

| EXECUTIVE COMMITTEE | | | |
|---|---|---|---|
| **MONTH** | **TIME OF MEETING** | **DATE OF MEETING** | **CLOSING DATE FOR ITEMS** |
| JANUARY | 10H00 | 22/01/2015 (SP) | 09/01/2015 (Midyear Review) |
| FEBUARY | 10H00 | 04/02/2015 | 21/01/2015 |
| FEBUARY | 10H00 | 26/02/2015 (sp) | 12/02/2015 Adjustment Budget |
| MARCH | 10H00 | 04/03/2015 | 18/02/2015 |
| MARCH | 10H00 | 26/03/2015 (sp) | 12/03/2015 (2015/16 Draft Budget) |
| APRIL | 10H00 | 08/04/2015 | 25/03/2015 |
| MAY | 10H00 | 06/05/2015 | 22/04/2015 |
| MAY | 10H00 | 21/05/2015 (sp) | 07/05/2015 (2015/16 Final Budget) |
| JUNE | 10H00 | 03/06/2015 | 20/05/2015 (IDP Adoption) |
| JULY | 10H00 | 08/07/2015 | 24/06/2015 |
| AUGUST | 12H00 | 20/08/2015 | 06/08/2015 (Roll-over Budget Key deadlines) |
| AUGUST | 10H00 | 27/08/2015(sp) | 13/08/2015 (Special AFS) |
| SEPTEMBER | 10H00 | 09/09/2015 | 26/08/2015 |
| SEPTEMBER | 13H00 | 22/09/2015 (sp) | 08/09/2015 (AFS Consols) |
| OCTOBER | 10H00 | 07/10/2015 | 23/09/2015 |
| NOVEMBER | 10H00 | 11/11/2015 | 28/10/2015 |
| DECEMBER | 09H00 | 04/12/2015 | 20/11/2015 |

| COUNCIL | | | |
|---|---|---|---|
| **MONTH** | **TIME OF MEETING** | **DATE OF MEETING** | **CLOSING DATE FOR ITEMS** |
| JANUARY | 10H00 | 23/01/2015 (sp) | 09/01/2015 (Mid-year Review) |
| FEBRUARY | 10H00 | 27/02/2015 (sp) | 13/02/2015 Adjustment Budget |
| MARCH | 10H00 | 27/03/2015 | 13/03/2015 (2015/16 Draft Budget) |
| MAY | 10H00 | 22/05/2015 (sp) | 08/05/2015 (2015/16 Final Budget) |
| JUNE | 10H00 | 24/06/2015 | 10/06/2015 |
| AUGUST | 10H00 | 21/08/2015(SP) | 07/08/2015 (Roll-over Budget Key deadlines) |
| AUGUST | 10H00 | 28/08/2015(SP) | 14/08/2015 (Special AFS) |
| SEPTEMBER | 10H00 | 23/09/2015 | 09/09/2015 (Special AFS Consols) |
| NOVEMBER | 10H00 | 25/11/2015 | 11/11/2015 |
| DECEMBER | 12H00 | 04/12/2015(SP) | 20/11/2015 |

### A1.1.8 FINANCIAL VIABILITY AND MANAGEMENT

It is believed that infrastructure precedes development, which is why over 70% of the budget is spent on capital infrastructure, with the aim of meeting the water and sanitation targets. Prudent fiscal policies are another indication of the ability to manage funds in a manner that is transparent, ethical and most-importantly, economically sound.

### A1.1.9 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

uThungulu District Municipality's strongest asset is its employees, who are committed to a common cause: delivery of services. With a dedicated and motivated team of officials who identify with the needs of the community, they are able to pinpoint the priority issues and ensure that these are the initiatives that take precedence when our budget is formulated

# A1.2 DEMOGRAPHICS

## A1.2.1 DISTRICT PROFILE

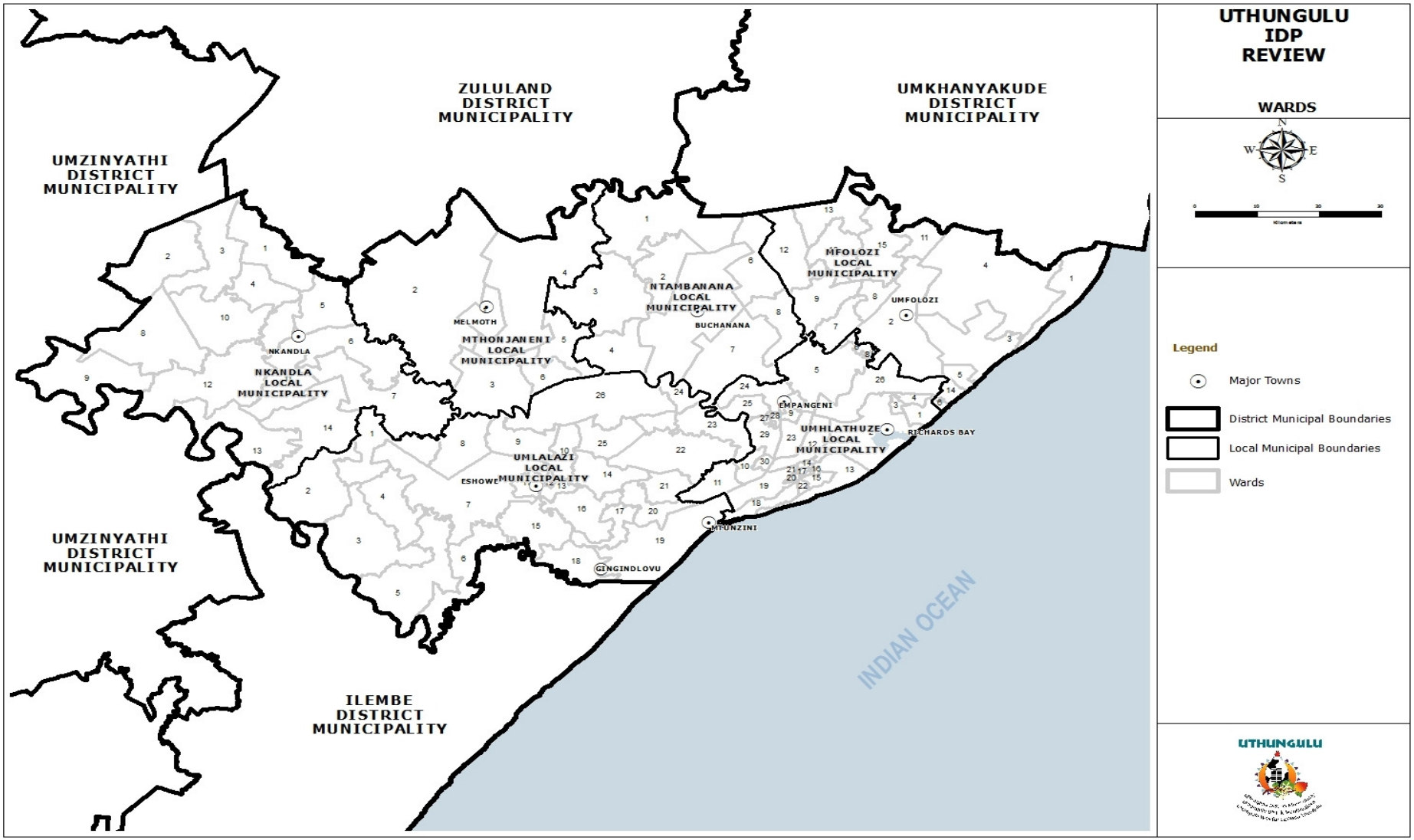
Information in the following table contains demographics per local municipality for Spatial Size, Population, Wards and Traditional Authorities:

**Table 2: Municipality Demographics**

| MUNICIPALITY | SPATIAL SIZE | DEMOGRAPHIC SIZE | NUMBER OF WARDS | NUMBER OF TA | NAMES OF TRIBAL AUTHORITIES |
|---|---|---|---|---|---|
| uMfolozi | 1208 km² | 122,889 | 15 | 3 | • Mthethwa • Sokhulu • Mbonambi |
| uMhlathuze | 795 km² | 334,459 | 30 | 5 | • Dube • Mkwanazi • Mbuyazi • Khoza • Zungu |
| Ntambanana | 1083 km² | 74,336 | 8 | 3 | • Obuka • Mambuka • Somopo • Obiza |
| uMlalazi | 2214 km² | 213,601 | 26 | 14 | • T Biyela • Nzuza • ZM Biyela • Mpungose • Khoza • Dube • Zulu • Ntuli • F R Biyela • Zulu • Zulu • Mzimela • S Zulu • Shange |
| Mthonjaneni | 1086 km² | 47,818 | 6 | 2 | • Ntembeni • Yanguye |
| Nkandla | 1827 km² | 114,416 | 14 | 18 | • Biyela • Shezi • Dlomo • Sibisi • Khanyile • Xulu • Khanyile • Zondi • Magwaza • Zulu • Mbhele • Zuma • Mchunu • Biyema • Mpungose • Sithole • Ntulii |
| **uThungulu** | **8213 km²** | **907,519** | **99** | **45** | |

*Source: Census 2011*

**Map 2: uThungulu District Wards**



Furthermore the table below indicates demographics for uThungulu District

**Table 3: District Overview**

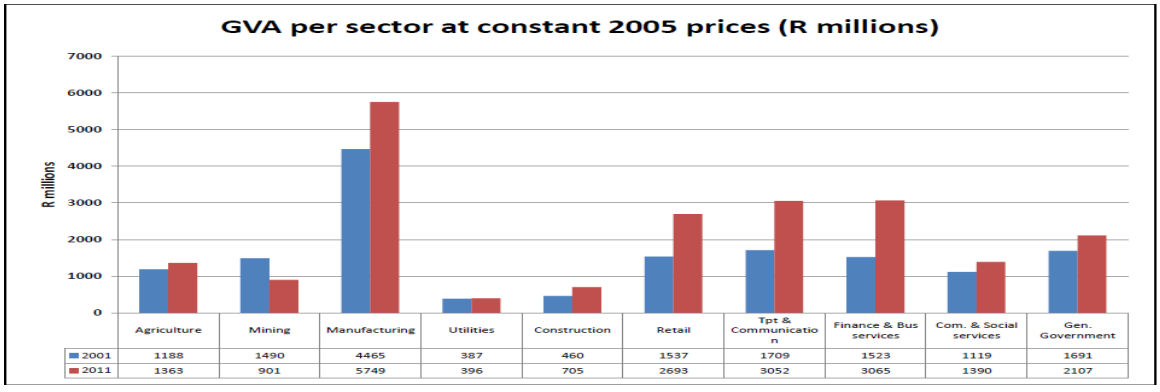
| INDICATOR | UTHUNGULU MUNICIPALITY |
|---|---|
| **Area** | 8 213 km² |
| **Population** | 907 519 |
| **Households** | 202 976 |
| **Number of settlements** | 1 318 (WSDP 2007) |
| **Urban areas** | 2 major, 3 minor, 4 rural centres |
| **% rural population** | 80% (162 381 households) |
| **% urban population** | 20% (40 595 households) |
| **Gender breakdown** | Males 47.1 % |
| | Females 52.9 % |
| **Age breakdown** | 0 – 14 34.8 % |
| | 15 – 64 60.7 % |
| | 65 + 4.5 % |
| **Life expectancy** | 2006 43.1 years (IDP 2012) |
| | 2011 57.1 years |

*Source: Census 2011*

## A1.2.2 ECONOMIC PROFILE

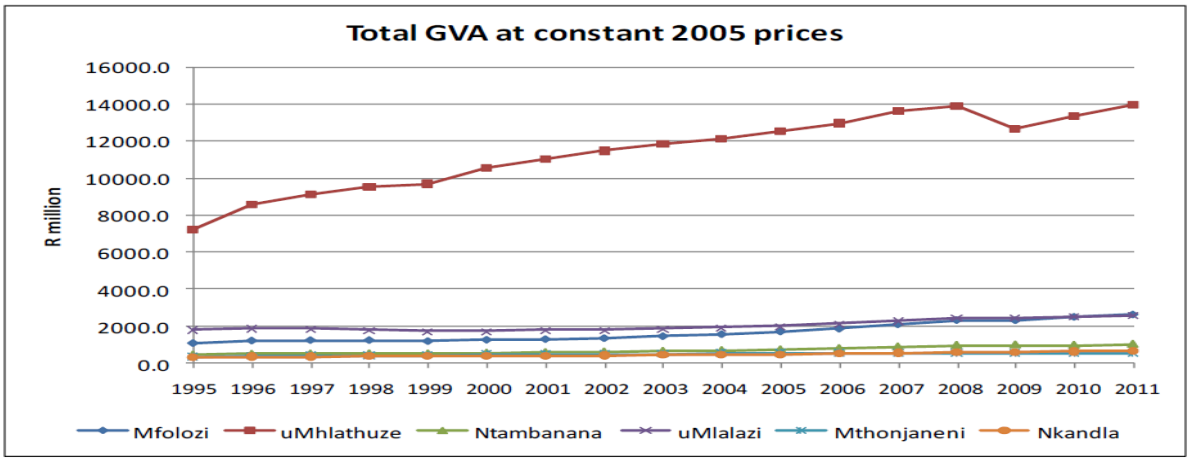
The most dominant economic sectors in the district as measured by GVA is the manufacturing sector (R5.7billion in constand 2005 prices), the financial and business service serctor (R3.06billion) and the transport and communication sector (R3.05billion). The financial and business services sectoir showed the biggest increase between 2001 and 2011 growing its output by R1.54billion. Other sectors showing significant growth inclused transport and communication sector (R1.34billion increase) and the manufacturing sector (R1.28billion increase). The compositional trends of the district economy however revela a somewhat different picture. Both the financial and business services sector (increasing its share by 4.5% from 9.8 to 14.3) and the transport and communication sector (from 11.0% to 14.25) increased it contribution to the toatal distric GVA. Although still growing and remaining dominant sector in absolute terms, the relative importance of the manufacturing sector of the district economy declined from 28.7% (GVA 2001) to 26.8% (GVA 2011).

**Graph 1: Main Economic Contributors**



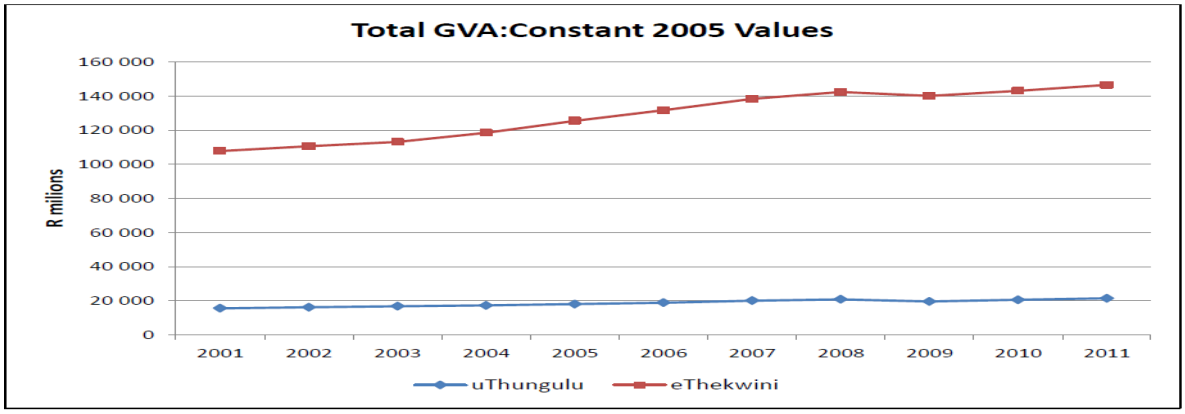

*Source: uThungulu DGDP*

**Graph 2: Comparison of GVA Shares by Local Municpality**




*Source: uThungulu DGDP*

**Graph 3: Comparison of GVA Shares uThungulu and eThekwini**




*Source: uThungulu DGDP*

**Table 4: Annual Household income**

| INCOME | POPULATION | % |
|---|---|---|
| No income | 27843 | 14% |
| R 1 - R 4800 | 9931 | 4.9 % |
| R 4801 - R 9600 | 18155 | 9% |
| R 9601 - R 19 600 | 41622 | 20.5% |
| R 19 601 - R 38 200 | 42254 | 20.8% |
| R 38 201 - R 76 400 | 23218 | 11.4% |
| R 76 401 - R 153 800 | 15971 | 7.8 |
| R 153 801 - R 307 600 | 12316 | 6% |
| R 307 601 - R 614 400 | 8320 | 4% |
| R 614 001 - R 1 228 800 | 2332 | 1.1% |
| R 1 228 801 - R 2 457 600 | 594 | 0.3% |
| R 2 457 601 or more | 415 | 0.2% |
| Total | 202972 | 100% |

*Source: Census 2011*

The above table indicates that 80.6% of the municipality's population have an income of less than R76 400p.a. or R6366.66 monthly. It is notable that 41.3% of the population falls in the income bracket of R9 601 – R38 200p.a. or R800 – R3 183.33 monthly. This fact need to be taken into consideration when the municipality determine its tariff structures for service provisions.

## A2.0 HOW WAS THE IDP DEVELOPED?

The IDP was developed according to COGTA's guidelines and in terms of the adopted 2015/16 Framework and Process Plans adopted *UDMC: 2022/2014 30 September 2014.* The following table indicates the process which was followed:

**Table 5: Processes Followed**

| | | |
|---|---|---|
| **PHASE 1: ANALYSIS** | | **JULY, AUG, SEP** |
| 1.1 | Compilation of information | |
| 1.2 | Community and stakeholder analysis | |
| 1.3 | Reconciliation | |
| 1.4 | Municipality analysis | |
| 1.5 | Priority issues | |
| 1.6 | In-depth analysis | |
| 1.7 | Consolidation of analysis results | |
| **PHASE 2: STRATEGIES** | | **OCT, NOV, DEC** |
| 2.1 | Vision and Objectives | |
| 2.2 | Localised strategic guidelines | |
| 2.3 | Defining resource frames | |
| 2.4 | Creating strategic alternatives | |
| 2.5 | Public debate on alternatives | |
| 2.6 | District level strategy workshops | |
| 2.7 | Analysis and deciding | |
| 2.8 | Local decisions | |
| **PHASE 3: PROJECTS** | | **JAN, FEB, MARCH** |
| 3.1 | Forming project task teams | |
| 3.2 | Preliminary budget allocations | |
| 3.3 | Designing project proposals | |
| 3.4 | Target group participation | |
| 3.5 | Project partners | |
| 3.6 | Technical project decisions | |
| **PHASE 4: INTEGRATION** | | **APRIL** |
| 4.1 | Screening & 1st presentation | |
| 4.2 | Integration of projects and programmes | |
| 4.3 | 2nd presentation & integration | |
| **PHASE 5: APPROVAL** | | **MAY** |
| 5.1 | Comments and co-ordination | |
| 5.2 | Incorporating and responding | |
| 5.3 | Final adoption by Council | |
| 5.4 | District level summaries | |

## A2.1 IMPORTANT PLATFORMS:

The following are important platforms in developing and reviewing the IDP:

- IDP Representative Forum
- Planners Forum
- Growth and Development Summit
- Public participation - Roadshows

The 1st round of the District Budget and IDP Roadshows takes place between October and November while the 2nd round is scheduled to take place between April and May for the following;

| | |
|---|---|
| uMfolozi Municipality | Mthonjaneni Municipality |
| uMhlathuze Municipality | Nkandla Municipality |
| Ntambanana Municipality | Amakhosi Roadshows |
| uMlalazi Municipality | Chamber of Business |

## A3.0 KEY CHALLENGES AND GOALS

| CHALLENGE | UDM GOAL NO | KPA |
|---|---|---|
| Ensuring filling of critical vacant posts | 1 | Municipal Transformation & Organisational Development |
| Implementing Recruitment and Retention Policies | 1 | |
| Implementing Workplace Skills Plan | 1 | |
| Maintaining of EDMS system thereby ensuring accurate record keeping | 1 | |
| Ensuring Water & Sanitation tariffs are cost reflective | 5 | Basic Service Delivery |
| Ensuring that drinking water and waste water management meets the required quality standards at all times | 5 | |
| Ensuring effective monitoring of water balance in rural areas | 5 | |
| Committing and implementing approved MIG business plans for roll-out of water and sanitation services in the district | 4 | |
| Improving rural road network to ensure improve linkages between settlements, rural nodes and municipal centres | 4 | |
| Supporting meaningful Local Economic Development (LED) initiatives that foster micro and small business opportunities and job creation | 6 | Local Economic Development |
| Supporting the LED sub-forums to maintain critical functioning | 6 | |
| Diversifying the district's economy | 6 | |
| Supporting of tourism initiatives | 6 | |

| CHALLENGE | UDM GOAL NO | KPA |
|---|---|---|
| Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance | 2 | Financial Viability & Management |
| Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme | 2 | |
| Ensuring that the capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network services | 2 | |
| Ensuring continued compliance with legal financial requirements | 2 | |
| Ensuring indigent policy remains updated and relevant | 2 | |
| Maintaining functionality of Council structures | 3 | Good Governance |
| Ensuring compliance of the LGTAS | 3 | |
| Ensuring alignment and coordination between DM and LM's | 3 | |
| Implementing of PMS | 3 | |
| Ensuring continued support of climate change effects | 11 | Cross Cutting Interventions |
| Ensuring effective support to Spatial Planning and Development | 7 | |
| Ensuring compliance with SPLUMA and PDA | 7 | |
| Ensuring disaster management forums remain functional | 10 | |
| Protecting the poor | 10 | |

## A4.0 LONG TERM VISION

The vision for uThungulu was developed within the context of the international, national and provincial environment. The vision, mission and core values are as follows:

## A4.1 VISION

**An economically viable district with effective infrastructure that supports job creation through economic growth, rural development and promoting of our heritage**

## A4.2 MISSION

The mission of uThungulu District Municipality is:
To create a prosperous district through:

- Rural development, agrarian reform and food security,
- Creating economic growth and decent job opportunities,
- Fighting crime and corruption,
- Promoting quality education for all,
- Improving the quality of health,

- Community participation, nation building and good governance

## A4.3 CORE VALUES

- Integrity
- Transparency
- Commitment
- Co-operation
- Innovation
- Accountability

## A5.0 HOW TO ADDRESS THE KEY CHALLENGES

At National level, the Implementation Plan of Action for the 5 year Local Government Strategic Agenda, as adopted by Cabinet in January 2006, is used as the basis for determining a number of key performance areas for all municipalities. These set out the mandate to be achieved by all municipalities and as such represent an important guiding principle for municipal organizational design.
The national key performance areas are the following:

## A5.1 BASIC SERVICE DELIVERY

Aspects such as basic water, sanitation, electricity, refuse and roads includes social infrastructure, e.g. housing, health, education, welfare and cemeteries. It also relates to the following:

- A sound and updated statistical based service delivery plan
- MDG's/Targets for municipal services (e.g. water, sanitation, electricity, refuse removal, transportation);
- Free Basic Services and Indigent Register;
- Operations & Maintenance;
- Capacity to implement an Integrated Capital Infrastructure Plan.

## A5.2 LOCAL ECONOMIC DEVELOPMENT

This includes Economic Development and Poverty Alleviation Strategies and awareness programmes. In addition to social infrastructure, social programmes also form part of this KPA, e.g. HIV/AIDS, ABET etc., and comprise economic generation objectives and projects. Elements of poverty alleviation could also be grouped under this area. It also relates to the following:

- Competitive and comparative advantages;
- Vision 2030 and second economy investment;
- Skills development;
- LED institutional capacity;
- Social partners.

## A5.4 GOVERNANCE AND PUBLIC PARTICIPATION

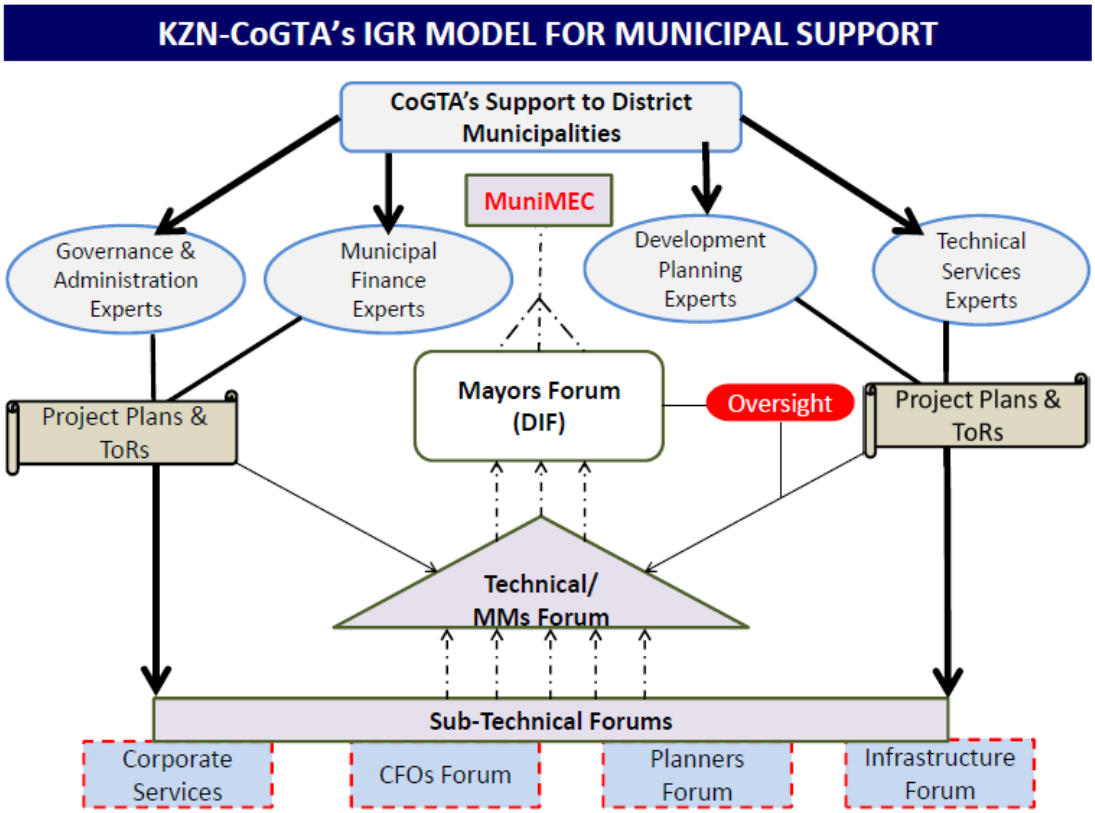
Measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates/is consulted/is empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. It also deals with the involvement of Traditional Councils in municipal affairs. It also relates to the following:

- Functional ward committees and other committees
- Linkages with other governance structures
- Sector engagements
- Community informed IDP
- Annual Report and Annual Performance Report submitted
- Annual IDP Roadshows

Terms of Reference for all IGR structures have been tabled at the respective forum meetings during the first quarter of 2014/2015 and they are being workshopped for implementation during the second quarter.

Sector departments' project input are being coordinated at a joint IDP engagement session scheduled for 26 November 2014, when all sector departments will be requested to present their projects for the region to political and administrative leadership of the Family of Municipalities.

**Graph 4: KZN COGTA IGR Model**



## A5.5 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

It relates to how the institution is (administratively and politically) capacitated to exercise its duties (human resource development and management). How is the organization structured to meet the needs of the IDP? Is the organization accountable to the public via the necessary reporting and performance management systems? The internal policies and processes to adhere to are aspects such as gender equity, disability and general management of the municipality. It also relates to the following:

- Performing of powers and functions
- Organogram and vacancy rates
- Capacity assessment to implement IDP
- Various policies
- Organisational PMS

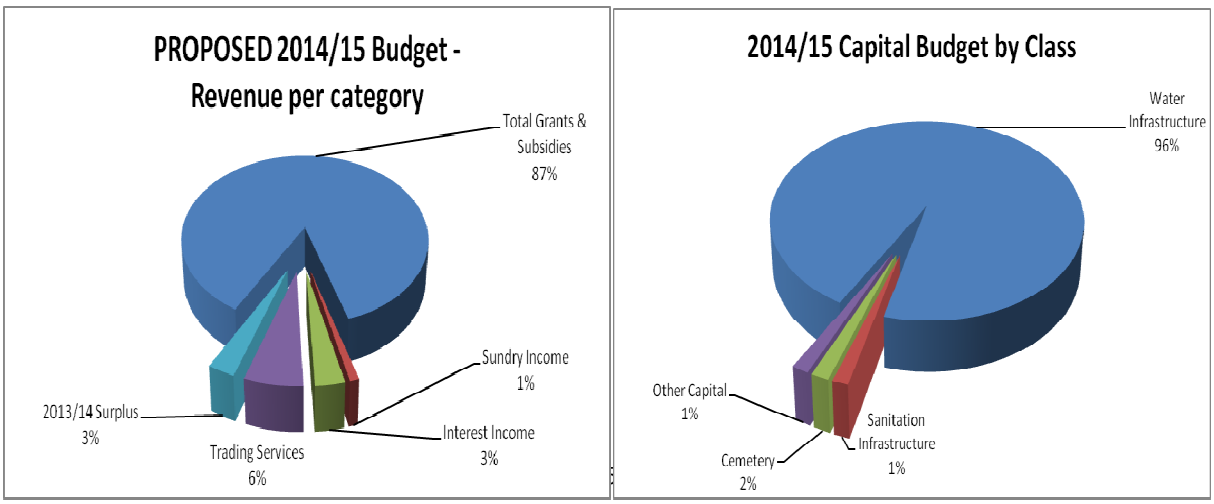
## A5.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Comprise the policies and processes relating to revenue generation, debt and credit management as well as assets, liability control and auditing. Aspects such as submission of the financial statements to the Auditor General (AG) as well as the findings of the AG on the municipal affairs are priorities. As part of this KPA, the municipality should comply with the budgetary provisions and aspects as outlined in the MFMA. It also relates to the following:

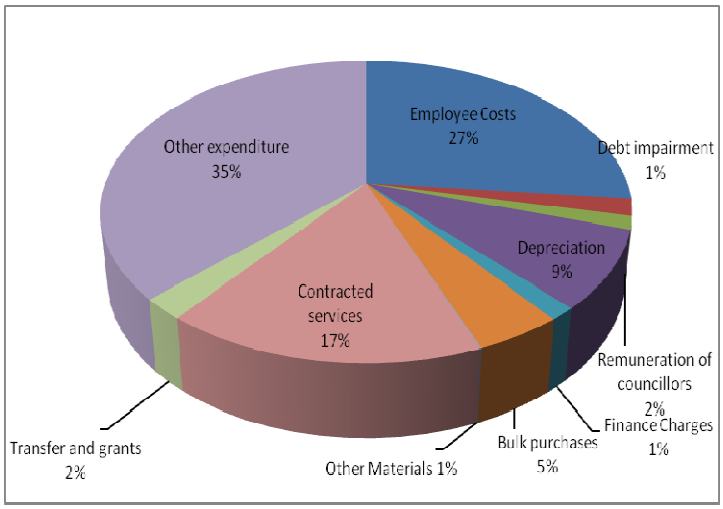
- Service Delivery Budget Implementation Plan
- Revenue management and billing system
- Expenditure Reports
- Debt Recovery Plan
- Budget and IDP link

The following graphs give an overview of how the municipal budget is aligned to address the municipality's key challenges.

**Graph 5: How the Municipal Budget Address's Key Challenges (update in final IDP)**



**EXPENDITURE BY TYPE**

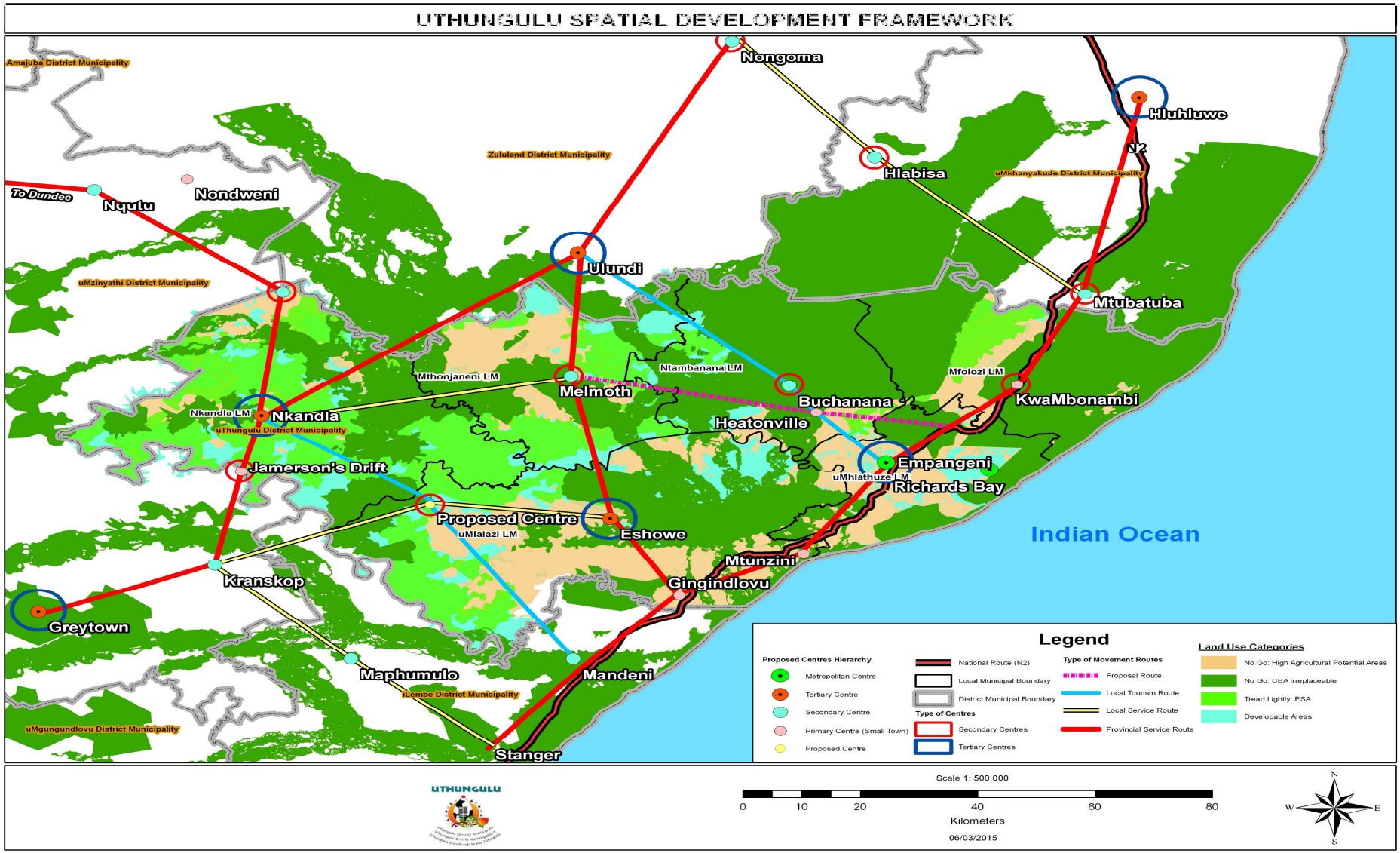



*Source: UDM Finance Department*

## A5.7 SPATIAL PLANNING AND SPATIAL DEVELOPMENT FRAMEWORKS

- This KPA relates to the following:
- Analysis shared by National, Provincial and DM/LM policies;
- Alignment with NDSP and PGDS profile;
- Spatial analysis translated into SDF;
- SDF includes LUMS guidelines;
- Credible statistics;
- Development of District Growth and Development Plan;
- NDP issues and priorities.

## Map 3: Saptial Development Framework



## A6.0 GOALS, OBJECTIVES AND STRATEGIES

The table below indicates uThungulu District Municipality goals.

**Table 6: uThungulu Goals**

| UTHUNGULU GOALS | |
|---|---|
| 1 | Municipal Transformation and Organisational Development |
| 2 | Municipal Financial Viability and Management |
| 3 | Good Governance and Public Participation |
| 4 | Infrastructure Development and Service Delivery |
| 5 | Basic Service Provision |
| 6 | Local Economic Development |
| 7 | Sustainable Human Settlements and Land Management |
| 8 | Human Resource Development |
| 9 | Rural Development and Food Security |
| 10 | Community Development and Social Services |
| 11 | Environmental and Resource Management |

**Table 7: Municipal Goals, Objectives, Strategies and Performance Indicators (to be updated in final IDP)**

| KEY PERFORMANCE AREA | KEY CHALLENGE | OBJECTIVE REF | GOAL | OBJECTIVE | STRATEGIES | PERFORMANCE INDICATORS |
|---|---|---|---|---|---|---|
| MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT | Ensure filling of critical positions | 1.1.1.1 | Municipal Transformation and Institutional Development | To improve effective human resource development to staff and Councillors | Enhance staff and Councillors | Date of completion of Organisational Workstudy |
| | | 1.1.1.2 | | | | Percentage implementation of recommendations as per Organisational Workstudy |
| | Implementation of Workplace Skills Plan | 1.1.2.1 | | | Conduct annual skills audit | Date of completion of annual skills audit |
| | | 1.1.3.1 | | | Provide training opportunities for staff and Councillors | Number of staff trained |
| | | 1.1.3.2 | | | | Number of Councillors trained |
| | Implementation of Recruitment and Retention | 1.1.4.1 | | | Implement task job evaluation on all approved position | Percentage completion of TASK Job Evaluations on all approved positions |
| | | 1.1.5.1 | | | Implement Employee Wellness Programme | Number Employee Assistance Programme awareness campaigns |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 1.1.6.1 | | | Compliance with Occupational Health and Safety Act | Number of OHS Committee meetings |
| | Maintenance of EDMS system thereby ensuring accurate record keeping | 1.2.1.1 | | To improve programmes on information and communication technology | Analyse current document management system | Percentage implementation of Admin Vibe Enhancements |
| | | 1.2.2.1 | | | Upgrade information technology and relevant technological infrastructure | Date of conceptualisation of SOLAR Financial Modules |
| | | 1.2.2.2 | | | | Percentage of redundant servers replaced to ensure network refresh |
| | | 1.2.2.3 | | | | Date of implementation of BCP Finance module |
| | | 1.2.2.4 | | | | Date of appointment of IT Security Management System service provider |
| | | 1.2.2.5 | | | | Date of PBAX System upgrade completed |
| **BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT** | | 2.1.1.1 | Infrastructure Development and Service Delivery | To institute the provision, upgrading and maintenance of solid waste services | Provide solid waste disposal services | Percentage of solid waste processed within 7 days |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 2.2.1.1 | | To institute the provision, upgrading and maintenance of regional cemeteries and crematoria | Complete Phase II of the Regional Cemetery | Percentage completion of Phase II |
| | | 2.3.1.1 | | To facilitate renewable energy programmes | Implement bio gas programme | Number of brick digesters constructed |
| | | 2.3.1.2 | | | | Number of bio bag digesters constructed |
| | Improve rural road network to ensure improved linkages between settlements, rural nodes and municipal centres | 2.3.2.1 | | To ensure effective rural transport services | Implement Rural Transport Services and Infrastructure Strategy | Kilometers of Class 1-5 roads assessed |
| | Commit and implement approved MIG business plans for roll out of water and sanitation services in the district | 3.1.1.1 | Basic Service Provision | To ensure a basic standard of living for all through the provision of basic water delivery | Eradicate water services backlog in the district through the provision of basic water services | Percentage of households with access to basic water services |
| | | 3.2.1.1 | | To ensure a basic standard of living for all through the provision of basic sanitation delivery | Eradicate water services backlog in the district through the provision of basic sanitation services | Percentage of households with access to basic sanitation services |

| | | | | | | |
|---|---|---|---|---|---|---|
| **LOCAL ECONOMIC DEVELOPMENT** | Supporting meaningful Local Economic Development initiatives that foster micro and small business opportunities and job creation | 4.1.1.1 | Local Economic Development | To capacitate SMME's and local entrepreneurs | Reduce unemployment in the district through SMME empowerment | Number of new SMME's registered |
| | | 4.1.1.2 | | | | Date of SMME fair |
| | | 4.2.1.1 | | To promote job creation | Develop sustainable living through job creation | Number of new LED jobs created |
| | | 4.2.1.2 | | | | Number of new EPWP jobs created |
| | Continued effective support of tourism activites | 4.3.1.1 | | To promote the district as a tourism destination | Develop Tourism Development Plan | Date of approval by Council |
| | | 4.3.2.1 | | | Implement uThungulu Film Office Project Plan | Date of approval of Project Plan by Council |
| **MUNICIPAL FINANCIAL VIABILTY AND FINANCIAL MANAGEMENT** | Ensure continued compliance with legal financial requirements | 5.1.1.1 | Municipal Financial Viability and Management | To maintain a clean audit 2015 | Ensure 100% MFMA Compliance | Percentage MFMA compliance in accordance with the MFMA Checklist |
| | | 5.1.2.1 | | | Implement financial bylaws and policies | Number of policies reviewed |
| | | 5.1.3.1 | | | Receipt of clean audit | Audit opinion |
| | | 5.2.1.1 | | To ensure financial management | Enhance financial viability | Cost coverage ratio |
| | | 5.2.1.2 | | | | Debt coverage ratio |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 5.2.1.3 | | | | Outstanding service debtors to revenue ratio |
| | | 5.3.1.1 | | To improve debt collection | Implement revenue enhancement strategies | Percentage debt collected |
| | Ensuring that our capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network | 5.4.1.1 | | To improve expenditure control | Payment of outstanding creditors | Percentage of invoices paid within 30 days from receipt of invoice, documentation and statements |
| | | 5.5.1.1 | | | Improve grants and subsidies expenditures | Percentage of grants and subsisdies spent |
| **GOOD GOVERNANCE AND PUBLIC PARTICIPATION** | Maintain functionality of Council structures | 6.1.1.1 | Good Governance and Public Participation | To promote community participation and communication | Partipate and coordinate district forums | Number of Traditional Leaders participating in Council as per section 81 |
| | Ensuring alignment and coordination between DM and LM'a | 6.1.1.2 | | | | Number of Technical District Committees (Municipal Manager Inter Governmental Relations Committee) |
| | | 6.1.1.3 | | | | Number of District's Mayor's Forums (Mayoral Inter Governmental Relations Committee) |

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|---|---|---|---|---|---|---|
| | | 6.1.2.1 | | | Achieve sustainable development through communication and community participation | Number of IDP Roadshows |
| | Implementation of PMS | 6.2.1.1 | | To enhance and evaluate municipal performance | Implement compliant Electronic Performance Management System by 2017 | Date of approval of Organisational Performance Framework |
| | | 6.2.1.2 | | | | Percentage implementation of electronic PMS |
| | | 6.3.1.1 | | To enhance institutional development | Conduct risk assessment | Date of completion of Annual Risk Assessment |
| | | 6.3.2.1 | | | Conduct fraud risk assessment | Date of completion of Annual Fraud Risk Assessment |
| | Ensure LGTAS is complied with | 6.3.3.1 | | | Comply with LGTAS for the District to function as an ethically sound | Percentage of annual LGTAS recommendations implemented |
| | | 6.3.4.1 | | | Develop Internal Audit Charter | Date of approval of Internal Audit Charter |
| **CROSS CUTTING** | | 6.4.1.1 | | To increase integrated development in order to achieve sustainable development | Review development objectives in the IDP through community participation | Date of approval of IDP Review |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Continued Spatial Planning and Development | 7.1.1.1 | Sustainable Human Settlements and Land Management | To ensure effective spatial planning and development to improve the management of district level responsibilities | Achieve an equitable distribution of urban and rural development projects | Date of draft Human Settlement Strategy |
| | Ensuring compliance with SPLUMA and PDA | 7.1.1.2 | | | | Date of draft Strategic Environmental Assessment |
| | | 7.1.1.3 | | | | Date of draft review of SDF |
| | | 8.1.1.2 | Human Resource Development | To provide effective human resource development to the community | Alleviate illiteracy through the District Education Programme | Date of Matric Achievers Awards |
| | | 8.1.2.1 | | | Improve unemployment through the District Skills Development Programme | Number of youths assisted with registration grants |
| | | 9.1.1.1 | Rural Development and Food Security | To provide rural development thus alleviation of hunger within the district | Establish Fresh Produce Market Entity | Date of establishment |
| | Protect the poor | 10.1.1.1 | Community Development and Social Services | To improve environmental health within the district | Develop Air Quality Management Plan | Percentage procurement of Air Quality Management equipment |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 10.1.1.2 | | | | Percentage implementation of recommendations as per Air Quality Management Plan |
| | | 10.2.1.1 | | To promote healthy lifestyles for the community | Implement programmes and events aimed at physical activity such as sports | Date of District Elimination Games |
| | | 10.2.1.2 | | | | Date of participation in SALGA Games |
| | | 10.2.2.1 | | | Facilitate events for participation by all local municipalities | Number of codes assisted |
| | Ensuring disaster management forums remain functional | 10.3.1.1 | | To minimize the effect of natural and other disasters on the community | Provide disaster management services to aid all the family of municipalities | Percentage of disasters responded to |
| | Protect the poor | 10.4.1.1 | | To reduce incidence of HIV/AIDS infections | Implement awareness programmes | Number of HIV/AIDS Awareness campaigns |
| | | 10.5.1.1 | | To improve the quality of life for marginalised groups | Facilitate special programmes focusing on groups that were previously disadvantaged | Number of marginalised groups programmes (Women, Children, Disabled, Youth, Senior Citizens) |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 10.6.1.1 | | To ensure participation in Operation Sukume Sakhe | Render assistance where needs in community have been established | Percentage of identified needs assisted within budget |
| | Ensuring continued support of climate change effects | 11.1.1.1 | Environmental and Resource Management | To efficiently manage scarce resources within the district | Protect precious resources within its municipal area through the Coastal Management Plan and Integrated Environmental Plan | Number of programmes supported |

# SECTION B: PLANNING AND ECONOMIC DEVELOPMENT PRINCIPLES

- Development / investment must only happen in locations that are sustainable (NSDP, SPLUMA)
- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMA, CRDP, National Strategy on Sustainable Development)
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMA)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMA)
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMA).
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (Breaking New Ground: from Housing to Sustainable Human Settlements)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).

- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their needs locally. Furthermore, the principle is underpinned by an assessment of each areas unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)

## B2.0 GOVERNMENT PRIORITIES & APPLICATION THEREOF

### B2.1 GOALS AND OBJECTIVES



## B2.2 MILLENNIUM DEVELOPMENT GOALS

**Table 8: The United Nations Millennium Development Goals**

| MD GOAL NO | MILLENNIUM DEVELOPMENT GOALS | UDM GOAL NO | UTHUNGULU GOAL DESCRIPTION |
|---|---|---|---|
| 1 | Eradicate extreme poverty and hunger | 9 | Rural Development & Food Security |
| 2 | Achieve Universal Primary Education | 8 | Human Resource Development |
| 3 | Promote gender equality and empower women | 10 | Community Development and Social Services |
| 4 | Reduce child mortality | 10 | Community Development and Social Services |
| 5 | Improve maternal health | 10 | Community Development and Social Services |
| 6 | Combat HIV/AIDS, malaria and other diseases | 10 | Community Development & Social Services |
| 7 | Ensure environmental sustainability | 11 | Environmental & Resource Management |
| 8 | Develop a global partnership for development | 3 | Good Governance and Public Participation |

## B2.3 NATIONAL PLAN PRIORITIES

The National Planning Commission adopted the National Development Plan where priorities are summarised in the table below:

**Table 9: National Plan Priorities**

| NP GOAL NO | NATIONAL PRIORITY | UDM GOAL NO | UTHUNGULU GOAL |
|---|---|---|---|
| 1 | Create jobs | 6 | Local Economic Development |
| 2 | Expand infrastructure | 4<br>5 | Infrastructure Development and Service<br>Basic Services Provision |
| 3 | Use resources properly | 1 | Municipal Transformation and Organisational Development |
| 4 | Inclusive planning | 3 | Good Governance and Public Participation |
| 5 | Quality education | 10 | Community Development & Social Services |
| 6 | Quality healthcare | 10 | Community Development & Social Services |
| 7 | Build a capable state | 1 | Municipal Transformation and Organisational Development |
| 8 | Fight corruption | 3 | Good Governance and Public Participation |
| 9 | Unite the nation | 3 | Good Governance and Public Participation |

## B2.4 12 NATIONAL OUTCOMES

The 12 National Outcomes that all provincial governments must align to are:

**Table 10: 12 National Outcomes**

| NO GOAL NO | NATIONAL OUTCOME | UDM GOAL NO | UTHUNGULU GOAL |
|---|---|---|---|
| 1 | Quality basic education | 8 | Human Resource Development |
| 2 | A long and healthy life for all South Africans | 10 | Community Development & Social Services - Dept of Health |
| 3 | All people in South Africa are and feel safe | 10 | Community Development & Social Services - Liaison with the SAPS |
| 4 | Decent employment through inclusive economic growth | 6 | Local Economic Development |
| 5 | Skilled and capable workforce to support an inclusive growth path | 1 | Municipal Transformation and Organisational Development |
| 6 | An efficient, competitive and responsive infrastructure network | 4<br>5 | Infrastructure Development and Service Delivery<br>Basic Services Provision |
| 7 | Vibrant, equitable, sustainable rural communities contributing towards food security for all | 9 | Rural Development & Food Security |
| 8 | Sustainable human settlements and improved quality of household life | 8 | Sustainable Human Settlement & Land Management |
| 9 | Responsive, accountable, effective and efficient local government system | 3 | Good Governance and Public Participation |
| 10 | Protect and enhance our environmental assets and natural resources | 11 | Environmental & Resource Management |
| 11 | Create a better South Africa, a better Africa, and a better world | 10 | Community Development & Social Services |

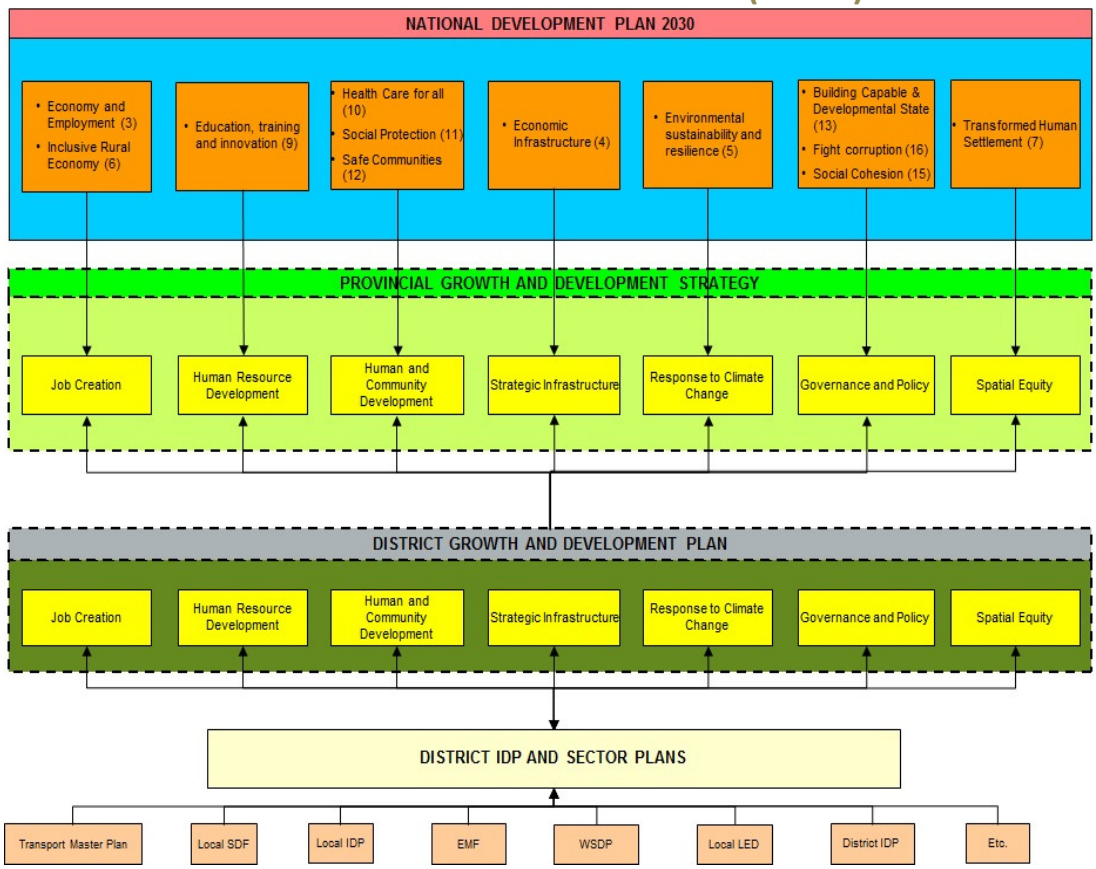
## B2.5 NATIONAL PRIORITIES

The Five National and Six Provincial Priorities include the following:

**Table 11: 5 National and 6 Provincial Priorities**

| FIVE NATIONAL (INCLUDING 6TH PROVINCIAL) PRIORITIES | | UDM GOAL NO | UTHUNGULU GOAL |
|---|---|---|---|
| 1 | Job creation (Decent work and Economic growth) | 6 | Local Economic Development |
| 2 | Education | 8 | Community Development & Social Services Liaison with the Dept of Education |
| 3 | Health | 10 | Community Development & Social Services Liaison with the Dept of Health |
| 4 | Rural development, food security and land reform | 9 | Rural Development & Food Security |
| 5 | Fighting crime and corruption | 3 | Good Governance and Public Participation |
| 6 | Nation-building and good governance (State of KZN Province Address | 3 | Good Governance and Public Participation |

## B2.6 DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)



uThungulu DGDP is in the final stages and is due to be adopted by UDM Council during the fourth quarter of 2014/15 financial year. The implementation plan and alignment of the DGDP and IDP will be refined in the final IDP of June 2015.

**Table 12: DGDP IDP Implementation Plan (to be refined in final IDP as an annexure)**

| DGDP GOALS | DGDP STRATEGIC OBJECTIVE | DGDP 2030 INTERVENTION AREAS | DGDP INDICATORS | DGDP 2020 TRAJECTOTIES |
|---|---|---|---|---|

**Table 13: uThungulu District Growth and Development Summit Resolutions 2013**

| PGDS GOALS | | RESOLUTION UDM G&D SUMMIT 2013 | RESPONSIBLE SECTION | PROGRESS |
|---|---|---|---|---|
| 1 | Job Creation | Engage with other Local Municipalities that are interested in establishing similar hydroponic projects within their area of jurisdiction. RBM should be included in the planning session. | Economic Development | This is being discussed through our LED and SMME Forums. Engagements with Richards Bay Minerals are ongoing |
| | | All stakeholders within the District are encouraged to contact the DRDLR in terms of the utilisation of participants in the Narysec programme. A number of these participants are within the district and has been trained in construction. | Economic Development | Communication is done through LED Forums |
| | | Smaller farmers must be encouraged to take their produce to the District's Fresh Produce Market | Economic Development | The Service Level Agreement with Education has been signed Sigma International has been contracted to develop a credible farmer database |
| | | A closer relationship between municipal LED Units and the Private Sector is required to increase employment opportunities within the District. | Economic Development | L.E.D Forums are being held every quarter. |
| 2 | Human Resource Development | Narysec programme should focus on developing skills with direct link to current uThungulu economic sectors. | Economic Development | The district is in the process of establishing a youth focused Block Making program in all 6 LM's for the 6 LM's to be use for low cost human settlements. |
| | | Enhance skills development in line with priorities within the District. | Economic Development | The district is considering training youth in plumbing skills to assist in water loss programmes as a WSA |
| | | Officials need to work with Eskom to assist them with the fast-tracking of EIA applications for the establishment of substations in the District. | Technical & Planning | Environmental Planning Section strives to comment on all EIA within the stipulated time period. |
| 3 | Human & Community | Establish a Development Agency within the District. The Development Agency should support the District with LED initiatives and take advantage of LED Capacity Building Programmes. | Economic Development | Concept report has been finalised an item is being prepared for the intention to establish a District Development Agency. |
| | | Establish communication between RBM fresh | Economic | Engagements with Richards Bay Minerals |

| | | | | |
|---|---|---|---|---|
| | | produce projects and the UDM Fresh Produce Market initiatives. | Development | are continuing |
| | | Land Reform projects should be a direct response to the District Family vision 2030 priorities. | Planning | New SDF to update current land reform prjects to ensure they are followed up. |
| | | IDZ - SEZ stakeholder forum must be revived. | Planning | Council has resolved to engage with IDZ on this matter. |
| | | Exploit competitive advantage to attract investment. | Economic Development | Investment Strategy has been developed must now be implemented. |
| 4 | **Strategic Infrastructure** | There should be long term planning beyond the 3 year MTF period in terms of District Infrastructure projects. | Technical | WSDP is for 5 years |
| | | Early identification of strategic Infrastructure expansion areas within the district. Planning should also take cognisance of moving away from Ventilated Improve Pit Latrines to waterborne sanitation. | Technical | There are plans to introduce waterborne sewage systems in all towns.<br>In rural areas where is there is not water, waterborne sewage systems will take long before they are implemented |
| | | Doing away with small water supply schemes and moving towards bulk infrastructure schemes. | Technical | This has been the case since 2006/7 |
| | | The Construction of substations throughout the District to enhance electricity supply by Eskom. | Technical | Through the Infrastructure Forum, ESKOM has been having engagements with the Forum in order to address this. |
| | | The district should work towards the eradication of all service infrastructure backlogs. | Technical | This is determined by the funding available and the District is making good progress. In Mthonjaneni and Ntambanana, sanitation backlogs have been eradicated. |
| | | Major projects such as the Airport and Port expansion should be considered in all future planning. | Technical & Planning | These projects have been identified as catalytic projects in the UDM DGDP. |
| 5 | **Response to Climate Change** | Green Economy mandates to feature in IDPs. | Economic Development | The wonder pot program and other green economy initiatives are part of the IDP |
| | | The installation of green energy technology should be subsidised. | Technical | The district has a programme to roll out Biogas programmes in rural areas. |
| | | Promote the effective usage of Electricity throughout the District. | Economic Development | Eskom is a member of the Distric TIF and assists the District in achieving this objective |
| | | A strategy to enhance the utilisation of green economy in Richards Bay and the District as a whole should be prioritised. | Economic Development | District has a programme to roll out Biogas programmed in ruaral areas as well as investigating a retro lightning project |
| | | Eskom to provide info to District on ways in which they could assist with the Bio-Gas Project. | Technical | Engagements with ESKOM will be held on this matter |
| | | Rural municipalities should not be sacrificed in terms of green economy in the efforts of optimizing investment in the port. | Economic Development | RBIDZ expanding to municipalities further from the port such as \|uMfolozi, uMlalazi and Mthonjaneni. |

| | | | | |
|---|---|---|---|---|
| 6 | **Governance and Policy** | Aligning municipal planning to NDP and PGDS in developing the District Growth & Development Plan. Consider using the same format as the PGDP to facilitate alignment.<br>Accommodated PGDP:<br>> 7 Strategic Goals;<br>> 30 Strategic Objectives;<br>> Primary Indicators;<br>> Interventions and<br>Elaborate on the above by focussing on District Specific issues, but using the same framework. | Planning | The UDM DGDP is being finalised and all efforts have been made to align to PDGP which is also aligned to the NDP |
| | | Establishment of an institutional structure to oversee the implementation of the DGDP, it is imperative that the Traditional Leadership be involved in this process. | Planning | The DGDP has an institutional structure that is intended to ensure effect implementation. |
| | | The relationship and alignment between uThungulu and uMkhanyakude should be optimized. | IGR | The Municipal Manager of uMkhanyakude should be invited to the IDP Roadshow with government departments |
| | | Municipalities and all stakeholder's need to work together with Eskom to overcome shortages in electricity supply (EIA authorisations, servitude agreements, land availability, etc.). | Technical | The Infrastructure Forum is engaging with ESKOM in order to address this matter |
| | | Avoid duplication between various levels of Government by proper alignment | IGR | This is addressed through the IDP engagement sessions held with sector departments |
| | | Embark on the formalisation of smaller towns in the district with great potential for growth due to their location. | Planning | District and LM's are participating and benefiting from COGTA's Small Town regeneration in the district. |
| | | Strengthen partnerships between private sector (RBM) and UDM by aligning RBM initiative to uThungulu LED projects. | Economic Development | We are partnering with the private sector for our SMME fair to strengthen partnerships |
| | | Identify Catalytic Projects that will address all of the Strategic Goals within the PGDP. These projects should be prioritised and supported based on its potential to achieve the DGDP Goals and Objectives. It is important to take cognisance of the District's Water Service Delivery Plan during the identification of Catalytic Projects. | Economic Development | These have been documented in the DGDP |
| | | The intergovernmental alignment must be strengthened in the planning and implementation of IDP projects. | Planning | Regular alignment meetings with social partners are conducted to ensure effective alignment and implementation of projects |
| | | The 50 year RBIDZ master plan to be taken into account during the review of District and Local Municipalities SDF and Land Use | Planning & Economic Development | District is revivng its SDF to ensure alignment with IDZaswell as reviving uMfolozi SDF to take account of IDZ issues. |
| | | The Airport should be addressed as a priority | Technical | These projects have been identified as |

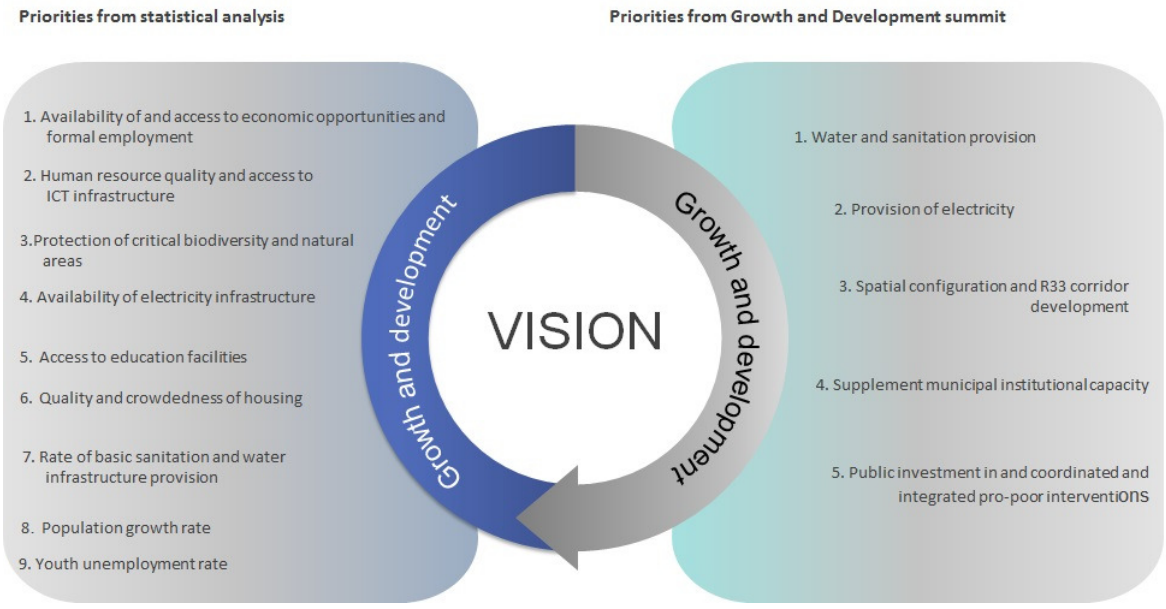
| | | | | |
|---|---|---|---|---|
| | | issue in the District port development. | | catalytic projects in the DGDP |
| | | Strengthen Inter Municipal Forums in line with IGR Framework. | IGR | To be placed on the agenda of the District Mayor's IGR Forum |
| | | Specific strategies needs to be develop to address the priority intervention areas identified in the PGDP | Planning | DGDP has identified programmes, strategies and interventions and priority areas for implementation |
| | | Municipal IDP's needs to be aligned with projects identified by Eskom for implementation. | Technical & Planning | IGR engagement with social partners are convened |
| | | All stakeholders needs to be part of the preparation of the DGDP and should also take ownership of the plan. | Planning | The DGDP was widely consulted and workshopped with all stakeholders during preparation |
| | | Need to develop responsive Human settlement plans as a sector plan to guide Human settlement development as per IDP. | Planning | District is developing a Human Settlement Plan to ensure responsiveness |
| 7 | **Spatial Equity** | Align Port Initiatives to Planning initiatives. | Planning | This is identified as a priority in the DGDP |
| | | Megatrends noticeable through the world need to be taken into consideration during planning (the movement towards water). | Planning | The SDF will take these trends into consideration |
| | | Use existing infrastructure to promote investment into the district. | Economic Development | To ensure the catalytic projects that are identified in the DGDP are implemented |
| | | Align N2 Corridor Initiatives to the neighbouring Districts of Ilembe and uMkhanyakude. | Planning | The SDF will take this into account |
| | | All Municipalities in the district to comply with PDA &SPLUMA and MSA requirements with regards to the development, adoption and implementation of credible SDFs and Wall to wall schemes | Planning | The implementation proportions are on going and |
| | | Rural communities need to be developed where they are. | Planning | Principals of the NSDP are taken into account in development of all distric sector plans |
| | | Rural housing development needs to move away from the house only approach to a more holistic development approach trough the integration of services to improve the living environment of residents. | Planning | The development of the district Human Settlement Strategy will address these issues. |

**Table 14: uThungulu District Growth and Development Summit 2014 Resolutions**

| 2014/15 GROWTH AND DEVELOPMENT SUMMIT RESOLUTIONS | |
|---|---|
| **RESOLUTION** | **RESPONSIBILITY** |
| The adoption of the proposed vision of the DGDP: An economically viable district where growth and development prevails. | District and LM's |
| Formulation of institutional structure as presented for the implementation of the DGDP, this structure should also organize themselves to effectively participate in the 18 Provincial Action Working Group (PAWG) from January 2015. This process to be championed by the District. | District and LM's |
| All Municipalities to ensure that as practically as possible the next IDP review align with the DGDP. | District and LM's |
| The District should strive towards the development of a District Wide Skills Development Plan. | District and LM's |
| This DGDP be adopted in principle subject to formal tabling at Council Structures for final adoption. | District |
| District Growth and Development Plan Commitment agreements to be signed between UDM Mayor, Municipal Manager and all local Municipality Mayors and Municipal Managers to be signed | District and LM's |

## B2.7 VISION NARRATIVE 2030 UTHUNGULU PGDS

uThungulu has commenced with the development of the District Growth and Development Plan. The vision narrative is as follows:



By 2030 uThungulu district is renowned for the vastly improved socio-economic status of its residents resulting from 15 years of sustained economic growth. The district is internationally recognized as a world leader in innovative and sustainable manufacturing based on the successful implementation of the RBIDZ initiative. This economic growth, together with the district rural development programme resulted in the creation of decent employment opportunities leading to the fastest growing household and individual income levels in the province, and reducing the unemployment rate of the youth in the district by more than 50%. It also resulted in a significant decrease in the economic dependency ratio and improving the overall quality of life in the district. The economic growth is underpinned by a vastly improved information and telecommunication infrastructure network with the entire district having access to a wireless broadband service and all businesses and more than 50% of households with access to a computer and internet service. By 2030 the district is characterised by a high quality infrastructure network supporting both household needs and economic growth. All households are provided with access to appropriate water infrastructure, adequate sanitation, and sustainable energy sources.

Improved access to health facilities and quality of health services provided resulted in continually improving health indictors in the district. The quality of the output from the primary and secondary education system has improved dramatically and all learners have access to fully equipped primary and secondary education facilities. Sustainable and coherent spatial development patterns have been successfully implemented through innovative spatial planning frameworks an effective land use management systems implemented by highly skilled officials. Improved public sector management and skills levels resulted in sound local governance and financial management.

## B2.8 STATE OF THE NATION ADDRESS HIGHLIGHTS

President Jacob Zuma delivered his State of the Nation Address (SoNA) in Parliament, Cape Town, on Thursday, 12 February 2015.

***"The year 2015 is the Year of the Freedom Charter and Unity in Action to Advance Economic Freedom. It is the year of going the extra mile in building a united, democratic, non-racial, non-sexist and prosperous South Africa. It is also the year of rededicating ourselves to eradicate racism and all related intolerances in the country. It is also the year of investing more in our future, by educating our children and the youth about the rich heritage of this country."***

The President unveiled a nine-point plan to ignite economic growth and create jobs, namely:

1. Resolving the energy challenge.
2. Revitalising agriculture and the agro-processing value chain.
3. Advancing beneficiation or adding value to the mineral wealth.
4. More effective implementation of a higher impact Industrial Policy Action Plan.
5. Encouraging private sector investment.

6. Moderating workplace conflict.
7. Unlocking the potential of small, medium and micro enterprises (SMMEs), cooperatives, township and rural enterprises.
8. State reform and boosting the role of state-owned companies, information and communications technology infrastructure or broadband roll-out, water, sanitation and transport infrastructure.
9. Operation Phakisa, which is aimed at growing the ocean economy and other sectors.

**EMPLOYMENT**



Statistics South Africa's employment figures for the last quarter of 2014 showed that there were 15,3 million people employed in South Africa. Jobs grew by 203 000.

Investment in youth employment is paying off. The Employment Tax Incentive, which was introduced in 2014, directed mainly at the youth, is progressing very well. About R2 billion has been claimed to date by some 29 000 employers who have claimed for at least 270 000 young people. Government has thus far created 850 000 work opportunities, with a target of six million work opportunities over five years. Government is poised to meet the annual target of one million job opportunities. Environmental programmes such as Working on Waste, Working for Wetlands, Working for Water and Working on Fire have created more than 30 000 work opportunities, with more than 60 000 to be created during the next financial year.

**ENERGY**



Government is doing everything within its power to resolve the energy challenge and deal with the problem of energy shortage in the country. Government has developed a plan that involves short, medium-term and long-term responses. The short and medium-term plan involves:

- Improving maintenance of Eskom power stations
- Enhancing the electricity generation capacity
- Managing the electricity demand.

The long-term plan involves finalising the long-term energy security master plan. Eskom's finances will be stabilised to enable the utility to manage the current period. Government will honour its commitment to give Eskom around R23 billion in the next fiscal year.

The "War Room" established by Cabinet in December 2014 is working diligently around the clock with Eskom to stabilise the electricity supply system and contain load-shedding.

***Alternative sources of energy***

Given the high cost of diesel, Eskom has been directed to switch from diesel to gas as a source of energy for the utility's generators. Households are also being encouraged to switch from electricity to gas for cooking, heating and other uses. The construction of the three new power stations – Kusile, Medupi and Ingula – will add 10 000 megawatts (MW) of capacity to the national grid. Government has to date procured 4 000 MW from Independent Power Producers, using renewable sources. The first three bid windows of the

renewable energy procurement process attracted more than R140 billion from private investors. A total of 3 900 MW of renewable energy has also been sourced, with 32 projects with a capacity of just over 1 500 MW completed and connected to the grid. Eskom has completed the construction of the Sere Wind Farm, which is already delivering 100 MW to the grid. In December 2014, government began procuring 2 400 MW of new coal-fired power generation capacity from Independent Power Producers. The procurement process for 2 400 MW of new gas-fired generation will commence in the first quarter of the new financial year. A total of 2 600 MW of hydro-electric capacity will be sourced from the Southern African Development Community region.

***Energy mix***

Regarding the long-term energy master plan, government will pursue gas, petroleum, nuclear, hydropower and other sources as part of the energy mix. Government is also exploring the procurement of the 9 600 MW nuclear build programme as approved in the Integrated Resource Plan 2010-2030. Government has signed intergovernmental agreements and carried out vendor-parade workshops. The United States of America, South Korea, Russia, France and China presented their proposals on nuclear. All these countries will be engaged in a fair, transparent and competitive procurement process to select a strategic partner or partners to undertake the nuclear build programme. Government's target is to connect the first unit to the grid by 2023, just in time for Eskom to retire part of its aging power plants. Regarding hydropower, the Grand Inga Hydro-electrical Project partnership with the Democratic Republic of Congo will generate over 48 000 MW of clean hydroelectricity. South Africa will have access to over 15 000 MW.

***Support to municipalities***

Government has provided funding for electricity in the following municipalities in the 2015/16 financial year:

- Amathole District Municipality, Alfred Nzo District Municipality, OR Tambo District Municipality and Lukhanji Local Municipality in the Eastern Cape, and Umzinyathi District Municipality in KwaZulu-Natal.

There are still 3,4 million households in the country without electricity.

**LAND REFORM**

More than 36 000 land claims have been lodged nationally since government reopened the second window of opportunity for the lodgement of land claims in 2014. The cut-off date for applications is 2019. Government is also exploring the 50/50 policy framework, which proposes relative rights for people who live and work on farms. Fifty farming enterprises will be identified as a pilot project. In terms of the new proposed laws, a ceiling of land ownership will be set at a maximum of 12 000 hectares (ha). Foreign nationals will not be allowed to own land in South Africa but will be eligible for long-term lease. The Regulation of Land Holdings Bill will be submitted to Parliament this year. Through the Land Reform Programme, more than 90 000 ha of land have been allocated to smallholder farmers, farm dwellers and labour tenants. The process of establishing the Office of the Valuer-General is underway, which is established in terms of the Property Valuation Act of 2014. Once implemented the law will stop the reliance on the Willing Buyer-Willing Seller method in respect of land acquisition by the State.

## AGRICULTURE



Agriculture is a catalyst for growth and food security. Government is working with the private sector to develop an Agricultural Policy Action Plan, which will bring one million hectares of under-utilised land into full production over the next three years. Government will promote the establishment of agri-parks or cooperatives and clusters in each of the 27 poorest district municipalities to transform rural economies. Initial funding of R2 billion has been made available for the agri-park initiative. Government will further enhance agro-processing exports, which have been growing rapidly, especially to new markets in Africa and China. For example, agricultural trade protocols for the export of South African maize and apples to China have been concluded. The export of apples alone is projected to generate R500 million in foreign exchange over three years.

***Emerging farmers and smallholders***

In the Vhembe District Municipality in Musina, the Limpopo Provincial Government has supported the Nwanedi Cluster comprising 300 farmers growing vegetables on just over 1 300 ha for commercial purposes. The cluster has already created more than 2 500 jobs, as vegetable farming is highly labour-intensive.

## MANUFACTURING

The Automotive Investment Scheme has unlocked private-sector investment of R24, 5 billion and generated exports of automotives and components of R103 billion in 2013. South Africa has built a world-class auto sector on the African continent exporting to over 152 countries. The leather and footwear sector has also grown to 60 million pairs of shoes, and exports grew by 18% with significant benefit to the balance of trade. Government has committed more than R2,8 billion to companies in the manufacturing sector, through the Manufacturing Competitiveness Enhancement Programme. In turn, the manufacturers have committed over R12,4 billion in private-sector investment.

## MINING

The implementation of a number of programmes under the Framework Agreement for a Sustainable Mining Industry has caused relative stability and optimism in the mining sector, which is the backbone of the economy. Mine Crime Combating Forums have been established in the North West, Limpopo, Free State, Mpumalanga and Gauteng. Government will implement the agreements reached with business and labour, including the consideration of a national minimum wage.

***Revitalising mining towns***

A total of R2,1 billion has been ring-fenced to revitalise mining towns, with R290 million approved for informal settlement upgrading in Mpumalanga, North West, Gauteng, Northern Cape, Limpopo and the Free State. About 133 informal settlements are being assessed or prepared for upgrading through the National Upgrade Support Programme. Some 32 settlements are being upgraded and 87 housing projects are being implemented across the prioritised mining towns. Government, the mining sector and the Banking

Association of South Africa have signed a Social Contract for the development of sustainable human settlements. Government continues to provide social development support within mining communities. Other support includes technical expertise regarding Integrated Development Plans and the development of Special Economic Zones. The mining towns are also being assisted with implementing the "Back-to-Basics" municipal service delivery strategy. Government is also reviewing the compliance of mining companies with the 2014 Mining Charter targets. Government has synchronised environmental impact assessments, water and mining rights applications and has set a maximum of 300 days for all of these authorisations to be issued. Government will also establish a one-stop interdepartmental Clearing House to attend to investor complaints and problems.

## LABOUR RELATIONS

The Department of Labour will review the sectoral determinations of agriculture, forestry, private security, wholesale and retail sectors.The Employment Services Act of 2014, which formally establishes a public employment service, will be finalised. The legislation also formally regulates the practices of private employment agencies and temporary employment services, to prevent the abuse of unsuspecting work seekers. In addition, the Unemployment Insurance Act of 2001 will be amended to improve benefits to beneficiaries and include public servants in the application of the Act.

## SMALL BUSINESSES

Government will set aside 30% of appropriate categories of State procurement for purchasing from SMMEs, cooperatives as well as township and rural enterprises.

***Promotion of youth-owned businesses***

Government will continue to promote opportunities for the youth. The National Youth Development Agency (NYDA) has disbursed R25 million to 765 youth-owned micro enterprises in the last financial year nationally. The NYDA has partnered with the Industrial Development Corporation and the Small Enterprise Finance Agency to create a R2,7-billion fund for young people.

## INFRASTRUCTURE



The National Infrastructure Development Programme continues to be a key job driver and catalyst for economic growth. Water is a critical resource for economic growth and a better life. Several projects aimed at providing water for industrial and household use are in the implementation or planning phases around the country. Major projects include Umzimvubu Water Project in the Eastern Cape, Jozini Dam in Umkhanyakude in KwaZulu-Natal and projects in Bushbuckridge in Mpumalanga and phase one of the Mokolo Crocodile Water Augmentation in Limpopo. Progress is being made to improve the water supply to areas that had been affected by shortages, such as Makana District Municipality in the Eastern Cape, Ngaka Modiri Molema District Municipality in North West and Giyani in Limpopo, where water was delivered to 55 villages in October 2014.

***Broadband roll-out***

The year 2015 marks the beginning of the first phase of broadband roll-out. Government will connect offices in eight district municipalities. These are Dr Kenneth Kaunda in North West, Gert Sibande in Mpumalanga, OR Tambo in the Eastern Cape, Pixley ka Seme in the Northern Cape, Thabo Mofutsanyane in the Free State, Umgungundlovu and Umzinyathi in KwaZulu-Natal, and Vhembe in Limpopo. Government has designated Telkom as the lead agency to assist with broadband roll-out.

***Water conservation***

Government has urged all people in the country to conserve water. Every drop counts. The country loses R7 billion a year to water losses. The Department of Water and Sanitation will train 15 000 artisans or plumbers who will fix leaking taps in their local communities.

***Roads infrastructure***

The Department of Transport will spend about R9 billion on the Provincial Roads Maintenance Grant or the Sihamba Sonke Programme. A further R11 billion will be spent on upgrading and maintaining roads that are not tolled. Over R6 billion will be spent in 13 cities on planning, building and operating integrated public transport networks during this financial year.

***School infrastructure***

Government will continue to improve the infrastructure in schools and higher-education institutions to create a conducive environment for learning and teaching. Through the Accelerated School Infrastructure Delivery Initiative, which is part of the National Infrastructure Plan, 92 new schools have been completed to date and 108 are under construction. About 342 schools have received water for the first time, 351 have received decent sanitation and 288 have been connected to electricity. Government has identified 16 sites for the construction of 12 new Technical and Vocational Education and Training College campuses and the refurbishment of two existing campuses. Work is also continuing to establish the three brand new universities, Sol Plaatjie in the Northern Cape, the University of Mpumalanga and the Sefako Makgatho Allied and Health Sciences University in Gauteng.

**HOUSING THE NATION**



Government continues to deliver houses to the people. By 30 September 2014, more than 50 000 houses were delivered in the subsidy and affordable housing segments. Government will also provide 5 000 housing to military veterans. It will also work to eradicate the backlog of title deeds for pre and post-1994 housing stock.

***Operation Phakisa***

Government launched some innovative programmes to implement the National Development Plan. Operation Phakisa is a results-driven laboratory approach to planning and executing programmes. Operation Phakisa on the ocean economy is aimed at unlocking opportunities in the shipping, fisheries, aquaculture, mining, oil and gas, biotechnology and tourism sectors. Government has committed R9,2 billion investment in

gas and oil exploration in the port of Saldanha as part of the Operation Phakisa initiative. Operation Phakisa on Scaling Up the Ideal Clinic Initiative is aimed at promoting efficiency, effectiveness and professionalism in clinics. Government will now explore Operation Phakisa in the mining sector and also partner with the mining sector to develop win-win solutions to beneficiate the country's mineral resources.

**HEALTH**



Over the past five years, government has scored significant gains in healthcare. This year, government will launch a massive programme to turn the tide against tuberculosis, with a special focus on three communities, offenders at Correctional Services facilities, mineworkers and communities in mining towns. In fighting the scourge of HIV and AIDS, the state-owned pharmaceutical company, Ketlaphela, has been established and will participate in the supply of antiretrovirals to the Department of Health.

***Move for Health Day***

On 10 May, South Africa will mark the Move for Health Day, an international event promoted by the World Health Organisation. The day also coincides with the anniversary of the inauguration of former President Nelson Mandela as South Africa's first democratically elected President in 1994.

**FIGHTING CRIME AND CORRUPTION**

Progress has been made in fighting crimes against women and children. The South African Police Service's (SAPS) Family Violence, Child Protection and Sexual Offences Investigation Unit has secured 659 life sentences against perpetrators of crimes against women and children. Although the democratic State recognises communities' right to protest, it appealed that these protests should be within the ambit of the law and must be peaceful as stated in the Constitution. The police successfully brought under control 13 575 recorded public order incidents, comprising 1 907 unrest-related and 11 668 peaceful incidents.

***Corruption***

The Anti-Corruption Inter-Ministerial Committee continues to intensify the fight against corruption. Government has introduced seven anti-corruption institutions and 17 pieces of legislation intended to combat corruption. In the 2013/14 financial year, 52 persons were convicted in cases involving more than R5 million. In the first quarter of 2014/15, a total of 31 public servants were convicted and freezing orders to the value of R430 million were obtained. To prevent corruption and promote ethical governance, President Zuma signed the Public Administration and Management Act of 2014 into law, which among others prohibits public servants from doing business with the State.

***Rhino poaching***

Cabinet has adopted vigorous and integrated interventions to combat the vicious rhino poaching in the country. The interventions include continuous joint operations with key

neighbouring countries, improved intelligence gathering, and enhancing protection in parks and provincial reserves where rhino are present.

***Border control and Smart ID Card***

Government has made substantial progress in establishing a Border Management Agency, to manage all ports of entry and improve security. To further improve access to identity documents, citizens will from this year be able to apply for the new Smart ID Card at their local bank due to partnership between the Department of Home Affairs and some banks in the country.

**BUILDING A DEVELOPMENTAL AND CAPABLE STATE**

In the 2014 SoNA, President Zuma said government would continue to advance and improve the lives of people with disabilities. In December 2014, Cabinet released the draft National Disability Rights Policy for public comments.

***Back-to-Basics***

Government launched the "Back-to-Basics" programme to promote good governance and effective administration by cutting wastage, spending public funds prudently, hiring competent staff, and ensuring transparency and accountability in municipalities.

Cabinet has since approved the Integrated Urban Development Framework announced in the SoNA in June 2014.

**A BETTER AFRICA AND A BETTER WORLD**

To contribute to building a better Africa, South Africa continues to support peace and security and regional economic integration in the continent. The African Capacity for Immediate Response to Crises (ACIRC), of which South Africa is a contributing and founding member, is now working. The South African National Defence Force and SAPS continue to participate in conflict prevention and peacekeeping operations in the continent. South Africa also continued to support conflict-resolution initiatives in Lesotho, Sri Lanka and South Sudan, led by Deputy President Cyril Ramaphosa. Economic cooperation with Brazil, Russia, India, China and South Africa (BRICS) partners was strengthened when the first two intergovernmental agreements were concluded on the occasion of the 6th BRICS Summit held in Brazil in July 2014. This was the Agreement on the New Development Bank and the Treaty Establishing a Contingent Reserve Arrangement. Countries of the developed North remain important strategic partners for South Africa through which the country is able to advance its national and foreign policy. South Africa has a valuable partnership with the European Union in amongst others, the Infrastructure Investment Programme for South Africa valued at approximately R1,5 billion. The renewal of the African Growth and Opportunity Act beyond September 2015 and a pledge to support African-led peace initiatives in the continent are among the significant outcomes of the United States(US)-Africa leadership Summit held in the US in 2014. At a multilateral level, 2015 marks the 70th anniversary of the UN, which brings into sharp focus the need to transform the UN Security Council and other international institutions.

***Reburial of national heroes***

National liberation heroes, Moses Kotane and JB Marks will be reburied in South Africa in March 2015. The South African Government has expressed its gratitude to the government and people of the Russian Federation for looking after the remains of the heroes with dignity for so many years.

***"During this year of the Freedom Charter and Unity in Action to Advance Economic Freedom, we rededicate ourselves to unity and hard work, to ensure continuous success in our beautiful country."***

***– President Jacob Zuma, State of the Nation Address, 12 February 2015.***

## B2.9 STATE OF THE PROVINCE (KZN) ADDRESS

The State of the KwaZulu-Natal Province Address was delivered by the Honourable Premier of the Province, Mr. Senzo Mchunu on the 27 February 2015 in Pietermaritzburg.



Intensifying programmes aimed at speeding up socio-economic development will be the focus of KwaZulu-Natal Provincial Government over the next 365 days. That's according to KwaZulu-Natal Premier Senzo Mchunu who delivered the State-of-the-Province Address under the theme: ""Consolidating progress we have made, and stepping up the pace to achieve radical socio-economic transformation to end Poverty in our Lifetime."

In his address, Mchunu made it clear that our democracy will be threatened if millions of our people remain in abject poverty. He believes that the eradication of poverty and inequality is not just a social matter but a matter that requires a comprehensive and holistic approach from all sectors.

"We have developed a Poverty Eradication Master Plan (PEMP), which was approved the Provincial Executive Council on 3 December 2014 and further adopted by our Lekgotla on 20 February 2015. The PEPM is bold and multi-pronged plan for eradicating poverty in the Province and giving dignity to our people," Mchunu revealed.

The masterplan comprises five key strategies that include social security and housing where the focus is on improving Child Health Outcomes, Improving access to quality Education and Uplifting Living Standards. The plan focuses on agriculture development by adopting, adapting and fast-tracking the Fetsa-Tlala approach to ensure household food security, linking mechanisation to entrepreneurship, commercialisation of livestock on communal land; revitalisation of land reform farms; promotion of agriculture cooperatives and agribusiness youth empowerment. Another area of focus of the masterplan is skills development, in particular to address issues of early childhood development, primary and secondary schools education improvement, skills alignment to economic growth, artisan development, and youth skills development and lifelong learning.

"As government we have set ourselves ambitious targets that include resolving the energy crises and enhancing the energy mix. We will focus towards increasing energy generation including from new sources of energy. We have firm commitments from the sugar, as well as the paper and pulp industry this province to contribute up to 2 00 Mega Watt (MW) new renewable energy within a relatively short space of time. As a matter of fact, this potential contribution is already well covered in the PGDP. We have a target set of contributing 5 000 MW new renewable energy by 2030 with 2 400MWto be online by 2020," Mchunu said.

He further pointed out that government will ensure that Port of Richards Bay and the Richards Bay IDZ is developed as a logistics platform for both oil and gas to ensure that we are able to provide a more cost effective option for energy generation than the current diesel plants used by Eskom.

Mchunu reiterated government's commitment to ensuring that agriculture becomes a catalyst for socio-economic development. "Our new focus as expressed in our Provincial Agriculture Policy Action Plan is to grow the economic contribution of agricultural sector to the KZN economy and to create new employment opportunities in the process. The targets we have set in this regard is to increase the value of agricultural contribution to the provincial economy (Real Rands, 2005) from R 11.8 billion in 2010 and the current contribution of about R 18 billion to R 23 Billion by 2020. We have also set a target of creating 10 000 new jobs in the agricultural sector over the next five years," he revealed These targets will be pursued vigorously through programmes that will provide intensified support to the beneficiaries of land claims and land redistribution processes to become viable agricultural entities. This can be achieved by the state focussing increasingly on facilitating engagements between existing commercial agricultural enterprises and these new entrants to the agricultural sector. Mchunu believes that not only will this open up space for increased private sector investment and build on the expansion of established markets, but it will also reduce the state's spending on unsustainable support programmes. He committed government to strengthen relations with the private sector in order to grow the provincial economy. "We have established a firm relationship with private sector through our engagement with the KZN Growth Coalition. We also have a close working relationship with the KwaZulu-Natal Council of Business Chambers, coordinating the activities of all business chambers across the Province. These engagements have gone a long way to build a stronger relationship of trust and provide a platform where the private sector can raise matters they require government intervention on."

Mchunu revealed that the province was succeeded in rooting out fraud and corruption. "We are pleased to announce that Assist Forfeiture Unit recovered R 434.5 million between January 2014 and December 2014 and so far in 2015, an amount of more than R 100 million has already been forfeited. We will be relentless in this war against those who are intent in stealing our freedom."

**Table 15: State of the Province - KZN focus Areas (to be updated in final IDP)**

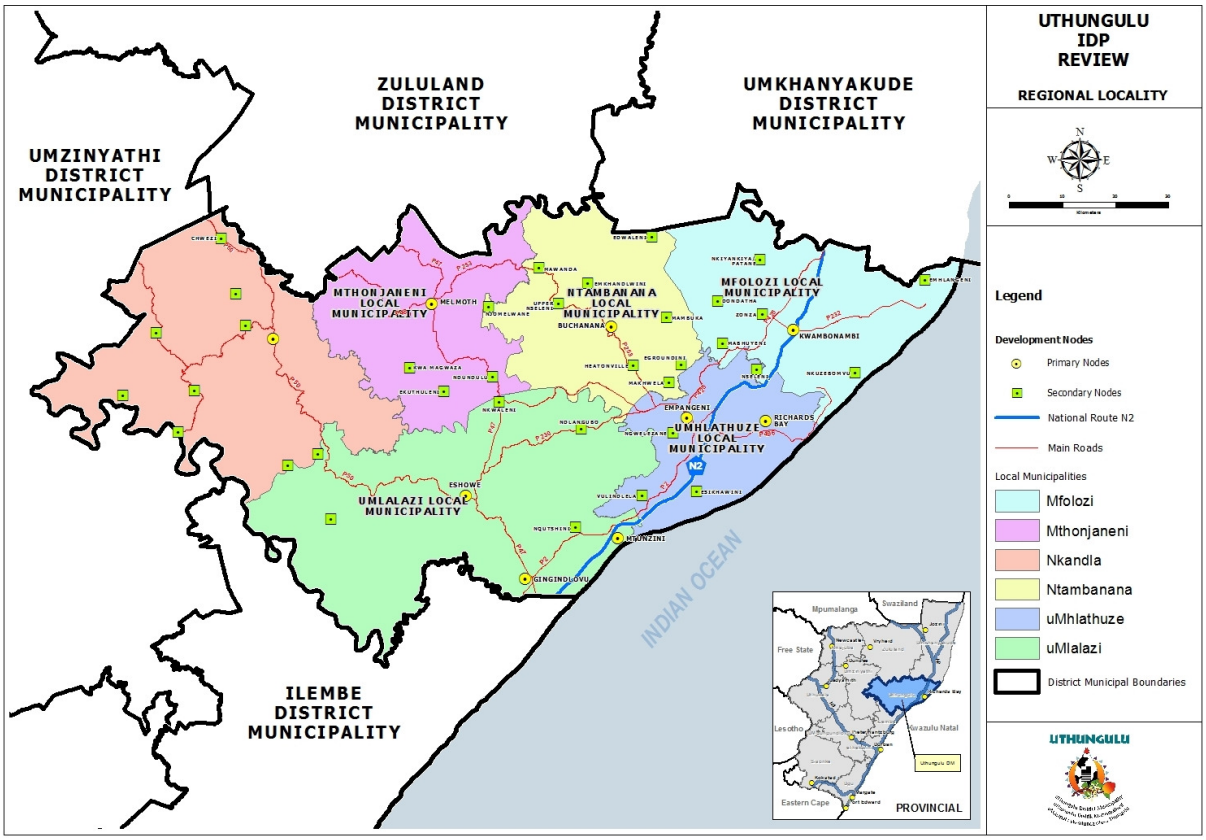
| GOAL NO | KZN FOCUS AREAS | UDM GOAL NO | UTHUNGULU GOAL |
|---|---|---|---|
| 1 | Health, schools and roads infrastructure | 10<br><br>4<br>5 | Community Development & Social Services,<br>Infrastructure Development and Service Delivery and<br>Basic Services Provision |
| 2 | Human Settlements access to housing | 7 | Sustainable Human Settlement & Land Management |
| 3 | Access to potable water and an acceptable standard of sanitation | 4<br><br>5 | Infrastructure Development and Service Delivery<br>Basic Services Provision |
| 4 | Access to energy | 6<br>11 | Local Economic Development<br>Environmental & Resource Management |
| 5 | Centres of Growth and Corridors of Development Special Economic Zones | 6 | Local Economic Development |
| 6 | Tourism | 6 | Local Economic Development |
| 7 | Building a culture of entrepreneurship | 6 | Local Economic Development |
| 8 | Agriculture and Food Security | 9 | Rural Development & Food Security |
| 9 | Climate Change | 11 | Environmental & Resource Management |
| 10 | Nature Conservation | 11 | Environmental & Resource Management |
| 11 | Rural Development | 9 | Rural Development & Food Security |
| 12 | Education | 10 | Community Development & Social Services |
| 13 | Health matters with particular reference to HIV / AIDS | 10 | Community Development & Social Services |
| 14 | Social Development | 10 | Community Development & Social Services |
| 15 | Fighting Crime and Corruption | 3 | Community Development & Social Services |
| 16 | Clean Governance | 1<br><br>2 | Municipal Transformation and Organisational Development<br>Municipal Financial Viability and Management |
| 17 | Operation Sukuma Sakhe | 3<br>10 | Good Governance and Public Participation<br>Community Development & Social Services |

# SECTION C: SITUATIONAL ANALYSIS

The first phase of preparing the IDP is the Situational Analysis. In essence, the Situational Analysis informs the identification of key issues. In turn, these key issues have to be the focus areas for municipal, public (and private) investment for the next 5-year IDP cycle.

The District Council needs establish development strategies for this IDP cycle of five years given that their organizational functioning is well aligned to these strategies. As such, this section of the IDP will provide some contextual information pertaining to the district, consider the demographic situation in the district and then do an analysis of the economy, infrastructure service provision, social and community development, planning and environmental management as well as municipal service delivery as a whole.

**Map 4: uThungulu Locality**



# C1.0 SPATIAL ANALYSIS

uThungulu District Municipality adopted its Spatial Development Framework (SDF) during 2009. A review of the plan was done in 2012 but was never adopted by council due to gaps later identified owing from new circumstances (legislation and census 2011). The plan is therefore currently under review and it is expected to be completed during 2015.

During the process, the principles that direct the preparation of uThungulu SDF and its implementation will be work shopped and agreed upon as summarized hereunder:

- Spatial development principles as founded in the Millennium Development Goals, National Spatial Development Perspective (NSDP), National Development Plan (NDP), Provincial Growth and Development Strategy (PGDS), District Growth and Development Plan (DGDP) Spatial Land Use Management Act (SPLUMA) and Provincial Spatial Economic Development Strategy (PSEDS).

In order to give effect to the identification of areas of high need and potential, a needs analysis model will be devised. The model will among others, consists of the following components:

- Population density
- Availability of bulk services
- Agricultural potential
- uThungulu coastal belt
- Major infrastructure investment such as the P700 and the P701
- Centres of economic opportunity reflected as primary and secondary nodes in the respective Local Municipality SDFs

## C1.1 REGIONAL CONTEXT

uThungulu District is located in the north eastern region of the KwaZulu-Natal Province. The district comprises of six local municipalities, namely:

- uMfolozi (KZ 281)
- uMhlathuze (KZ 282)
- Ntambanana (KZ 283)
- uMlalazi (KZ 284)
- Mthonjaneni (KZ 285)
- Nkandla (KZ 286)

Significant economic centres at the district and provincial levels are Richards Bay and Empangeni. Richards Bay, as a harbour and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district. Empangeni's role as an industrial, commercial and service centre to the settlements of Esikhaleni, Eshowe, Nkandla, Ntambanana and other rural settlements attracts many people to the range of higher order services available in the town.

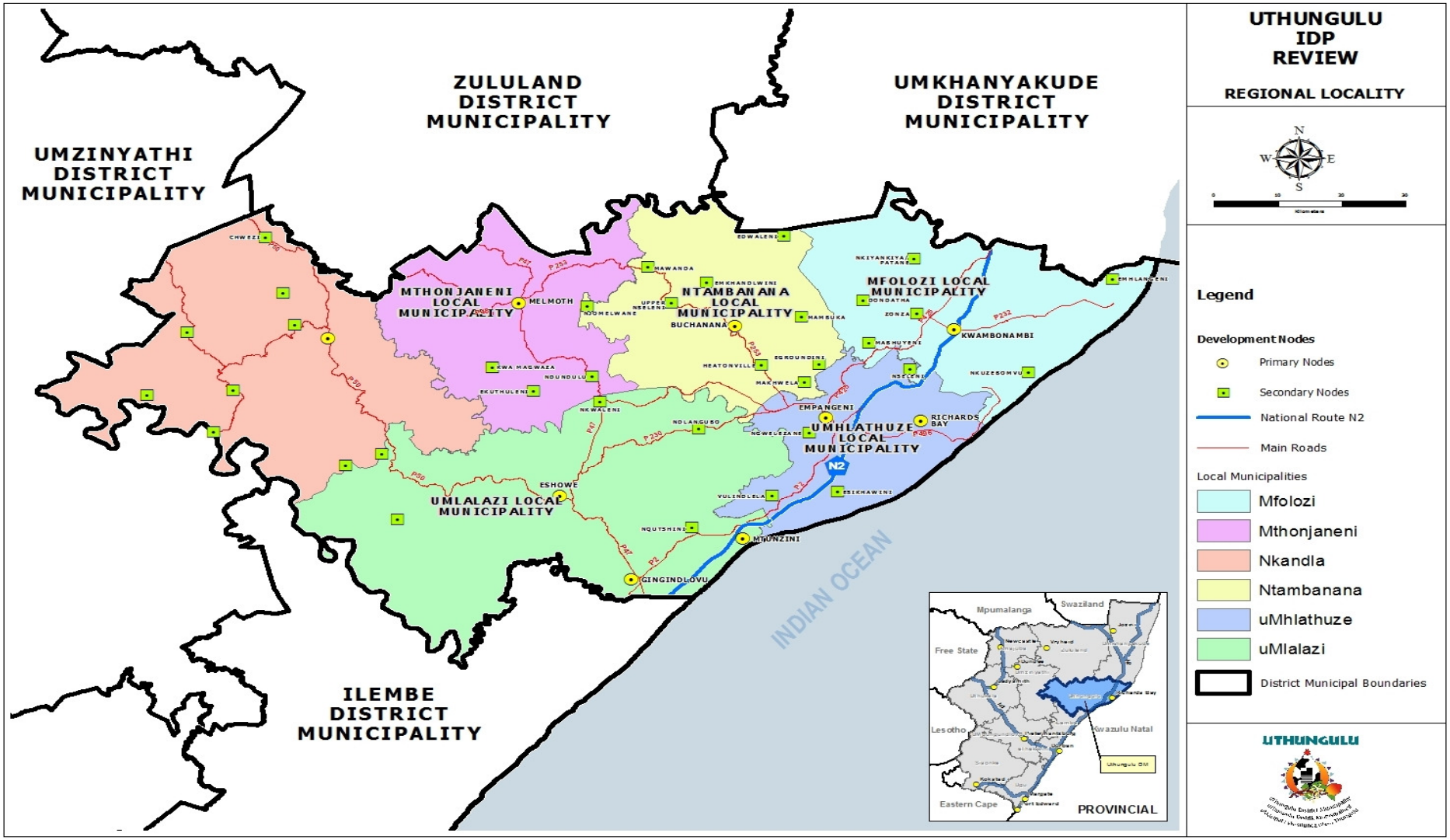
According to statistics, it is noted that the vast majority of economic performance (41.8%) in the district is vested in uMhlathuze Local Municipality with its primary urban centres being Richards Bay and Empangeni. This area is the third most important in the province of KwaZulu-Natal in terms of economic production and contributes 9.1% of the total GGP and 8.5% of the total employment (formal and informal) in 2010. Between 1996 and 2009 the GDP average annual growth rate for uThungulu region was 2.8% - lower than the province at 3.2% and the national rate of 3.2% per annum. In 1997, the GDP average annual growth rate was approximately 7, 0%.

The district is further characterized by low levels of urbanization; approximately 80% of the people live in the rural areas. Also, more than 50% of the population is younger than 19 years. The female population is significantly higher than the male population – a phenomenon that can be attributed to migration patterns associated with the province in general.

The district is further characterized by large infrastructure backlogs, particularly in respect of water and sanitation mainly in the rural areas. The implementation of the 2009 uThungulu WSDP (Water Services Development Plan) has reduced the rural backlogs for water supply to RDP standard from 81% in 2001/02 to 39% in 2013/14. The backlogs in rural sanitation to RDP standards have been reduced from 80% to 30% over the same period.

uThungulu district's transportation infrastructure is under pressure. The road network connects the major nodes, like Richards Bay and Empangeni to the national network, however the heavy vehicles servicing the Port of Richards Bay and the adjoining industrial areas are placing considerable strain on the infrastructure. Rail is a declining transport sector, with no major commuter networks in place and limited industrial linkages (with the exception of the coal link from Mpumalanga to the Richards Bay Coal Terminal at the Port of Richards Bay).

**Map 5: uThungulu Regional Context**



From a spatial and a demographic point of view uThungulu Family of Municipalities have the following population sizes:

**Table 16: uThungulu Municipalities**

| GEOGRAPHY | POPULATION |
|---|---|
| KZN282: uMhlathuze | 334,459 |
| KZN286: Nkandla | 114,416 |
| KZN281: uMfolozi | 122,889 |
| KZN283: Ntambanana | 74,336 |
| KZN284: uMlalazi | 213,601 |
| KZN285: Mthonjaneni | 47,818 |
| Total uThungulu | 907,519 |

*Source: Census 2011*

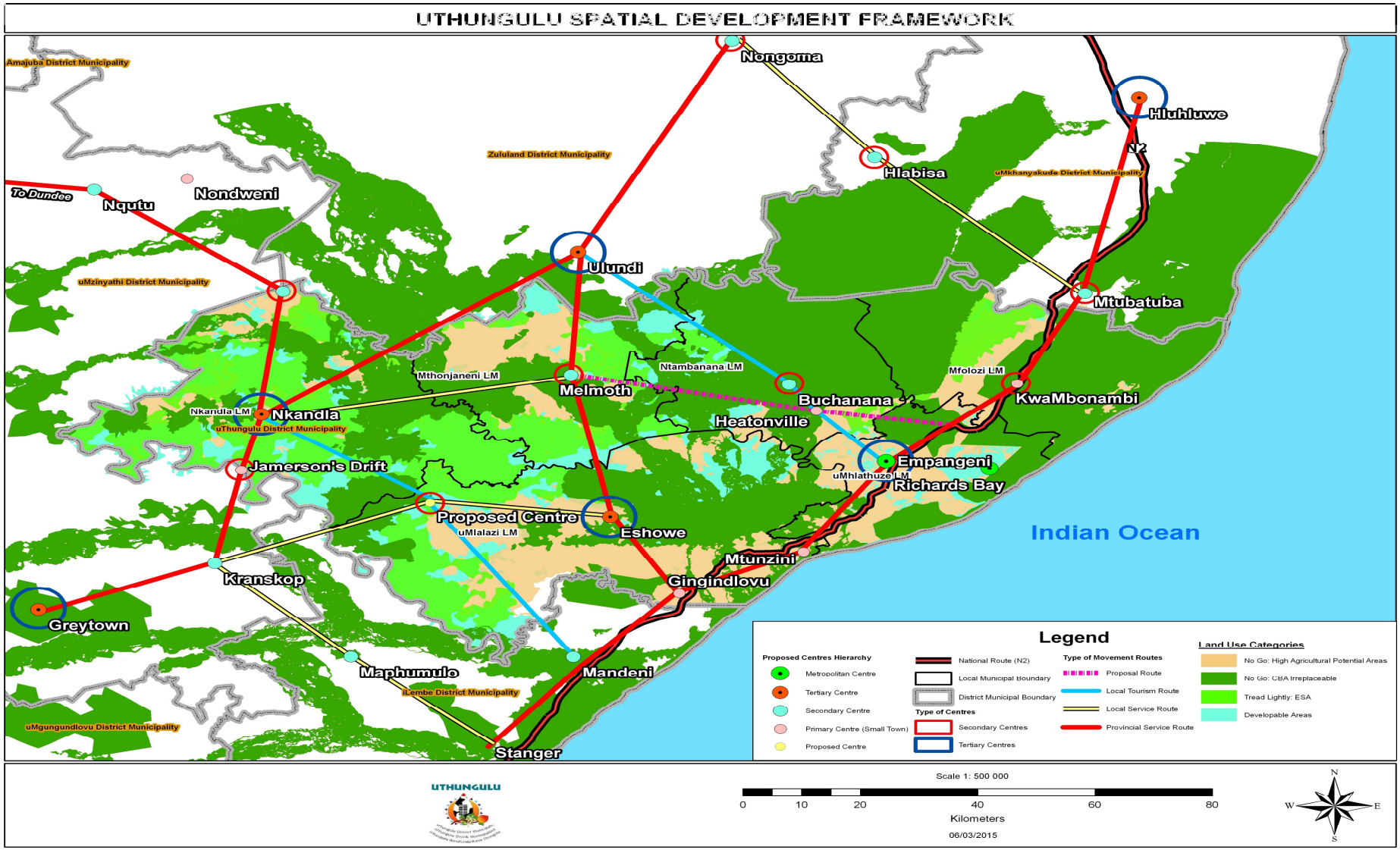
uThungulu district has a good climate and an abundance of natural resources. The available arable land is suitable for large-scale agricultural initiatives, like the present sugar and forestry as well as specialised and intensive agricultural opportunities like natural oils and fruits cultivation. The intrinsic beauty and cultural heritage of the area enhances the opportunities for tourism in the district. The terrain of uThungulu varies from the flat coastal belt, to the escarpment 900m above sea level.

The broad spatial structure of the district consists of a coastal plain or corridor that is rich in natural and built resources. A 'shadow corridor' comprising of commercial agriculture forms a rim of higher lying land around the coastal plain. The land is characterised by undulating topography containing commercial agriculture, which is dominated by forestry, rural settlement and small towns. The rest of the district is characterised by high lying dramatic landscape with rural settlement and forestry. The general spatial trend is that access to services and economic opportunities appears to lessen as one move inland.
Also found in the area are a variety of river valleys, the best known the Tugela River on the western boundary of the district. The variety of soils, temperate climate and good annual average rainfall as well as the large water catchments area of the Thukela catchments area all combine for added attractiveness.

## C1.2 ADMINISTRATIVE ENTITIES

The district is host to a wide variety of infrastructure and services. Richards Bay, Empangeni, Gingingdlovu, Mtunzini and Eshowe all have reasonably good levels of infrastructure and services. Formal, urban infrastructure is focussed on these centres and in some of the secondary nodes in the district like Melmoth and Heatonville. Nkandla, Melmoth, Ntambanana, Buchanana, Kwambonambi and Eshowe are administrative centres of economic significance in the district. Even though Mtubatuba, Ulundi and Mandeni are centres that fall outside the district they are considered as important as they service portions of uThungulu district.

**Map 6: uThungulu SDF**



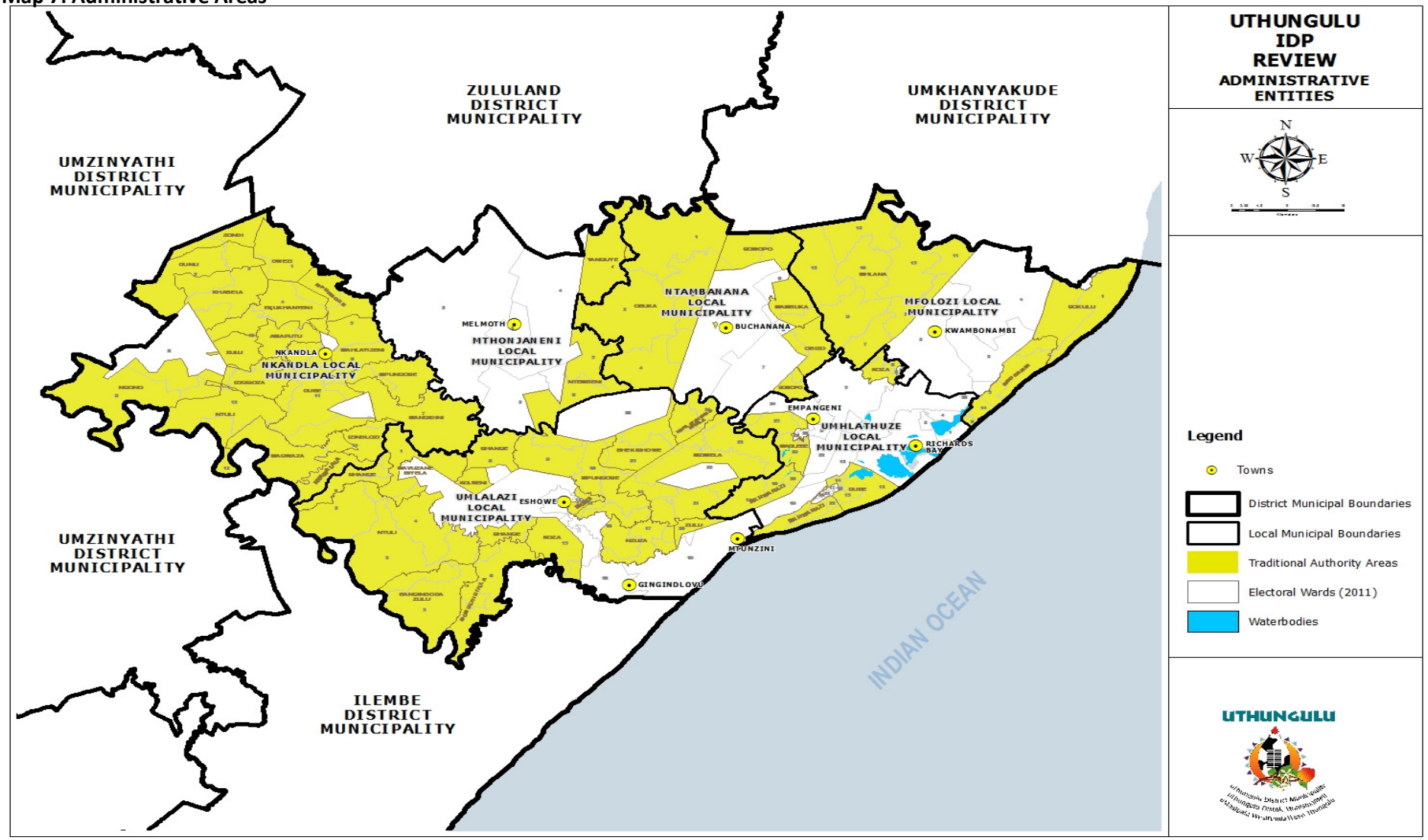
Given the urbanisation trends as well as the already significant contribution which major urban centres such as eThekwini, Msunduzi and Richards Bay make to the regional economy of the province, as well as the fact that these areas also accommodate concentrations of poverty stricken areas, these centres should not be neglected. The Provincial Spatial Economic Development Strategy (PSEDS) has identified a hierarchy of provincial nodes which contribute strategically to the provincial, regional and local economies as well as service as vital service centres to communities. These nodes, in relation to the Level 1 and 2 Priority Interventions areas are illustrated on Map 4.

## C1.3 TRIBAL AUTHORITIES

**Table 17: Tribal Authorities**

| MUNICIPALITY | NUMBER OF WARDS | NUMBER OF TA | NAMES OF TRIBAL AUTHORITIES | |
|---|---|---|---|---|
| uMfolozi (KZ 281) | 15 | 3 | • Mthethwa<br>• Mbonambi | • Sokhulu |
| uMhlathuze (KZ 282) | 30 | 5 | • Dube<br>• Mbuyazi<br>• Zungu | • Mkwanazi<br>• Khoza |
| Ntambanana (KZ 283) | 8 | 3 | • Obuka<br>• Somopo | • Mambuka<br>• Obiza |
| uMlalazi (KZ 284) | 26 | 14 | • T Biyela<br>• ZM Biyela<br>• Khoza<br>• Zulu<br>• F R Biyela<br>• Zulu<br>• S Zulu | • Nzuza<br>• Mpungose<br>• Dube<br>• Ntuli<br>• Zulu<br>• Mzimela<br>• Shange |
| Mthonjaneni (KZ 285) | 6 | 2 | • Ntembeni | • Yanguye |
| Nkandla (KZ 286) | 14 | 18 | • Biyela<br>• Dlomo<br>• Khanyile<br>• Khanyile<br>• Magwaza<br>• Mbhele<br>• Mchunu<br>• Mpungose<br>• Ntulii | • Shezi<br>• Sibisi<br>• Xulu<br>• Zondi<br>• Zulu<br>• Zuma<br>• Biyema<br>• Sithole |
| **uThungulu (DC 28)** | **99** | **45** | | |

**Map 7: Administrative Areas**



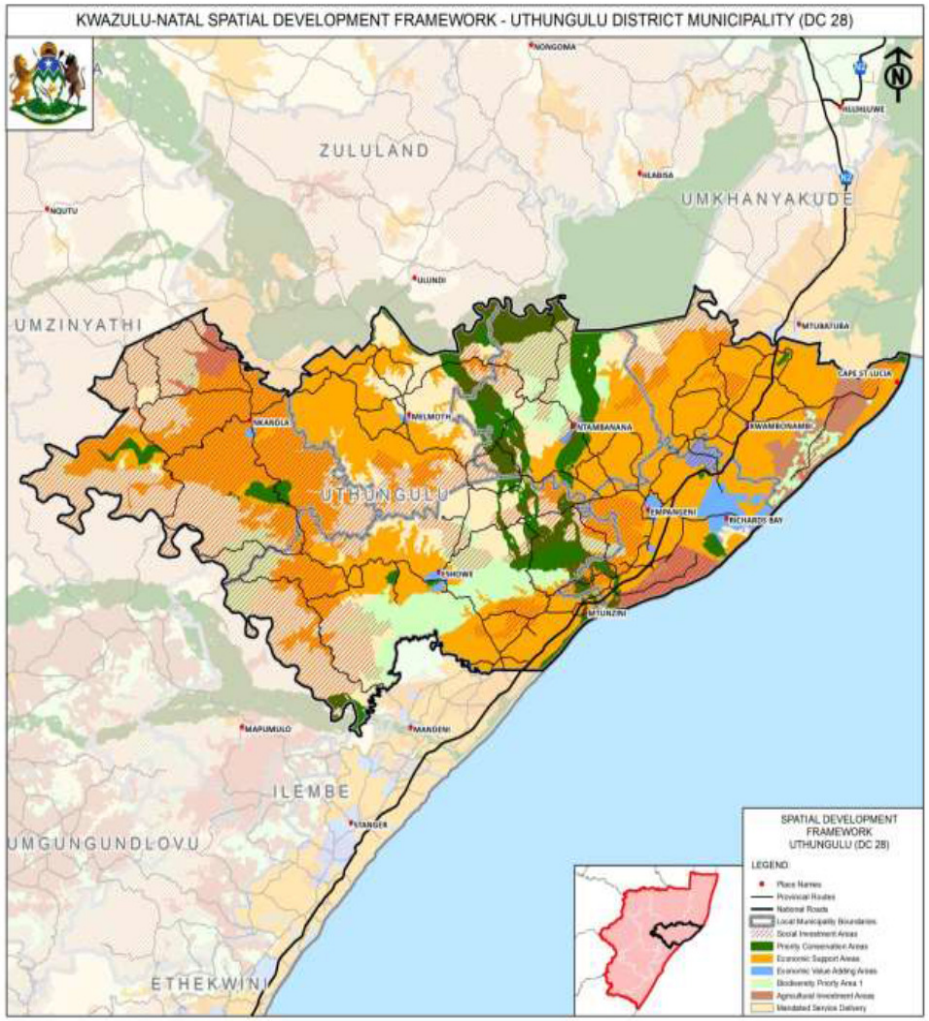
## C1.4 STRUCTURING ELEMENTS

- The Municipality houses the Richards Bay Urban area with its international Port, dune mining operations and large industrial areas
- The western part of the municipality is deep rural with the concomitant high levels of poverty and unavailability of economic opportunities.
- The N2 from Durban to Mpumalanga and Gauteng passes through the area
- The country's main coal railway line passes through the area and ends at the terminal at the harbour from where the raw material is exported
- Richards Bay airport
- High potential agricultural land in the north-western part of the district
- The coastline and beaches in the east
- The nature reserves and protected areas through the area
- The towns have comparatively good levels of infrastructure and services

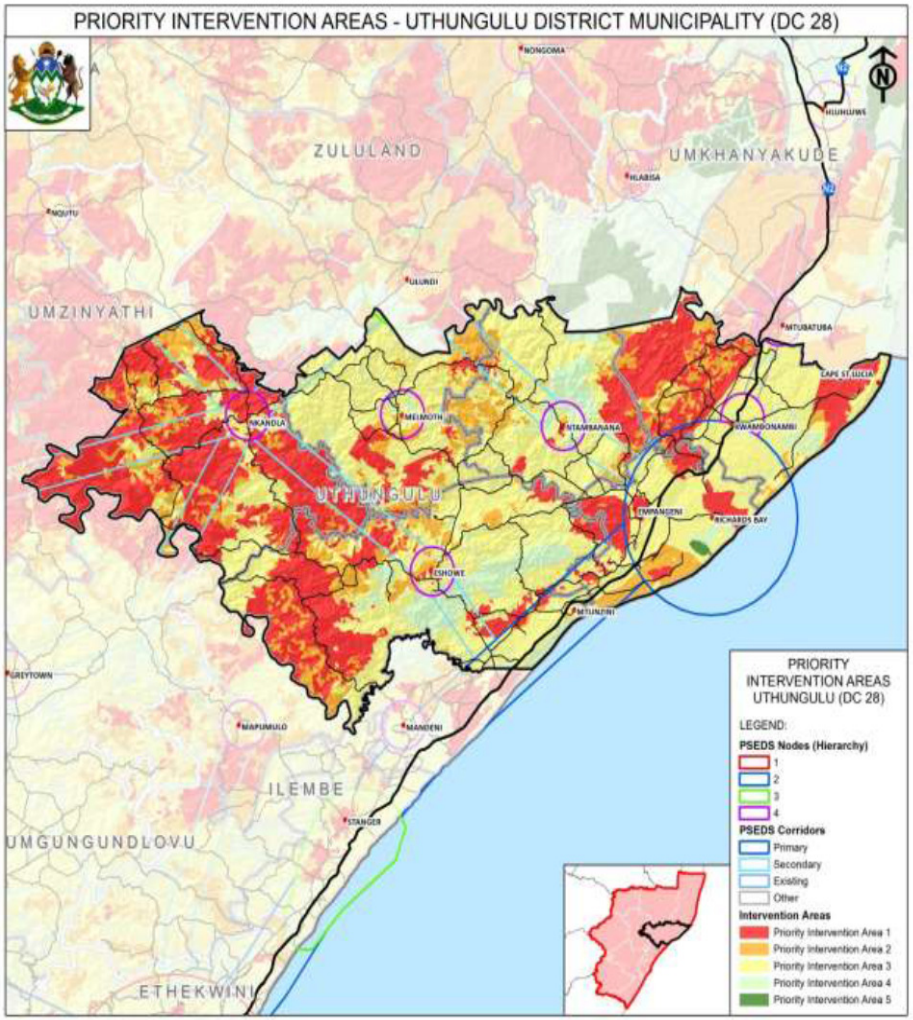
## C1.5 EXISTING NODES AND CORRIDORS (ACCORDING TO KZN PGDS)

Given the urbanisation trends as well as the already significant contribution which major urban centres such as eThekwini, Msunduzi and Richards Bay make to the regional economy of the province, as well as the fact that these areas also accommodate concentrations of poverty stricken areas, these centres should not be neglected. The Provincial Spatial Economic Development Strategy (PSEDS) has identified a hierarchy of provincial nodes which contribute strategically to the provincial, regional and local economic service centres to communities. These nodes, in relation to the Level 1 and 2 Priority Interventions areas are illustrated on the map below.

**Map 8: KwaZulu Natal Spatial Development Framework**




**Map 9: Priority Intervention Areas**




Source: KZN PGDS

In promoting growth and development within uThungulu District as well as supporting the proposed spatial structure and areas in need of intervention, the following provincial catalytic projects are envisaged within the district:

- Passenger Cruise Terminal
- Industrial Development Zone (IDZ)
- P700 Road Linkage
- Industrial Support Services (Empangeni)
- Eco, Battlefields & Cultural Heritage Tourism Routes
- Urban Regeneration
- Industrial Regeneration
- Small Town Regeneration
- Regional Airports
- Innovation Hub
- Rural Service Centres
- ECD Centre Development
- Centres for the Disabled & Senior Citizens
- Substance abuse Rehabilitation Centres
- Rural Arts Centres
- Cultural Villages
- School Greening
- Rural Waste Management Units

In the provincial (PGDS) context, the following nodal classifications are relevant to uThungulu District:
Secondary Node: Richards Bay/Empangeni
Quaternary Node: Eshowe, Nkandla, Melmoth, Buchanana
The following table provides a summary of the broad intended function of the respective PGDS nodes:

**Table 18: Broad Intended Function of the Respective PGDS Nodes**

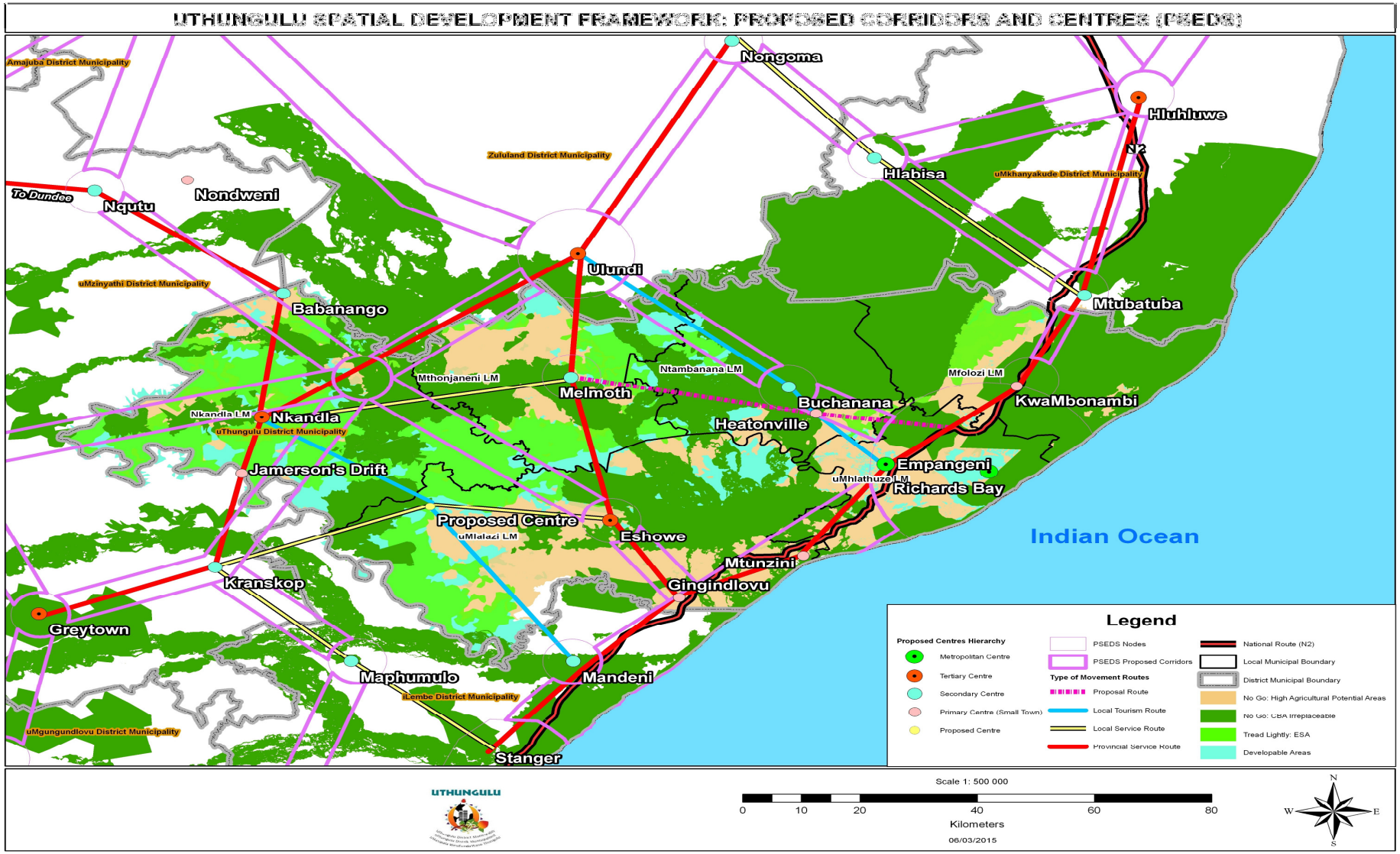
| Intervention Node | Broad Intended Function |
|---|---|
| Primary Node | Only eThekwini is classified as a Primary Node within the Provincial Context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy. The main categories of potential within this node includes:<br>• Production of high value, differentiated goods,<br>• Production of labour intensive, mass produced goods,<br>• Innovation and experimentation,<br>• Retail and private sector services,<br>• Tourism,<br>• Public service and administration |
| Secondary Nodes | Richards Bay, Msunduzi, Newcastle and Port Shepstone has been identified as provincial Secondary Nodes and thus urban centres with |

| | |
|---|---|
| | good existing economic development and the potential for growth and services to the regional economy.<br>Key strategic interventions specifically targeted at these nodes might include:<br>• Primary Economic Growth Area<br>• Priority Socio-Economic Development Spending<br>• Promote as Primary Node in support of Corridor Development<br>• Promote Compact Urban Development & Combat Urban Sprawl<br>• Promote Focused Investment & Managed Growth<br>• Promote Densification (Brown Agenda) and Infill Development<br>• Provide Economies of Scale for Effective & Affordable Service Delivery<br>• Infill where High Levels of Services are Available (Restructuring Nodes)<br>• Increased Residential Density (number of dwellings)<br>• Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply)<br>• Priority spending on Infrastructural Upgrading Needs (New & Maintain)<br>• Promote Effective & Efficient Public Transportation Systems linked to Multi Modal Facilities<br>• Single Land Use Management System (Township Formalization) |
| Tertiary Nodes | These nodes are mainly centres which should provide service to the sub-regional economy and community needs and is represented by the following towns:<br>• Pongola<br>• Vryheid,<br>• Ulundi,<br>• Dundee,<br>• Ladysmith,<br>• Estcourt,<br>• Howick,<br>• Kwadukuza<br>• Ixopo,<br>• Scottburgh,<br>• Hibberdene,<br>• Kokstad,<br>• Margate.<br><br>Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:<br>• Secondary Economic Growth Areas<br>• Promote as Secondary Node in support of Corridor Development<br>• Promote Compact Urban Development & Combat Urban Sprawl<br>• Promote Focused Investment & Managed Growth<br>• Promote Densification (Brown Agenda) & Infill Development<br>• Provide Economies of Scale for Effective & Affordable Service Delivery<br>• Infill where High Levels of Services are Available (Restructuring |

| | |
|---|---|
| | Nodes)<br>• Increased Residential Density (number of dwellings)<br>• Promote Socio-Economic upliftment<br>• Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply)<br>• Priority spending on Infrastructural Upgrading Needs (New & Maintain)<br>• Promote Effective & Efficient Public Transportation Systems linked to Multi Modal Facilities<br>• Single Land Use Management System (Township Formalisation)<br>• Social inclusion Areas focus Investment in People rather than Places |
| Quaternary Nodes | These nodes are mainly centres which should provide service to the local economy and community needs and is represented by 31 towns, including but not limited to:<br>• Nongoma,<br>• Nkandla,<br>• Bergville,<br>• Greytown,<br>• Underberg,<br>• uMzimkulu<br>Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:<br>Focused investment in areas of Poverty Concentrations<br>• Promote Integration (Green Agenda)<br>• Integration in terms of Mixed Densities & Uses<br>• Improve Transportation linkages to Nodes<br>• Promote Social-economic Integration<br>• Eradicate Backlogs & Promote Basic Service Infrastructure & Delivery<br>• Promote Socio-Economic Upliftment<br>• Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply)<br>• Priority spending on Infrastructural Upgrading Needs (New & Maintain)<br>• Rural Service Delivery Point<br>• Promote & Establish PPP's<br>• Promote Cultural & Community Based Tourism |
| Rural Service Centres | The proposed rural service centres are envisaged to serves as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified in consultation with the district municipalities and should serve as first access to basic services within rural areas. These rural service centres will include, as some have already emerged to include, a combination of the following activities:<br>• Traditional administration centre,<br>• Taxi/ bus stop,<br>• Informal trading / market area,<br>• Social facility (clinic, library etc), |

| | |
|---|---|
| | • Skills development centre (mainly local schools),<br>• Mobile services point (mobile clinics, pension pay points, mobile library etc)<br>• Small commercial facility<br>• Recreational facility such as a sport field. |

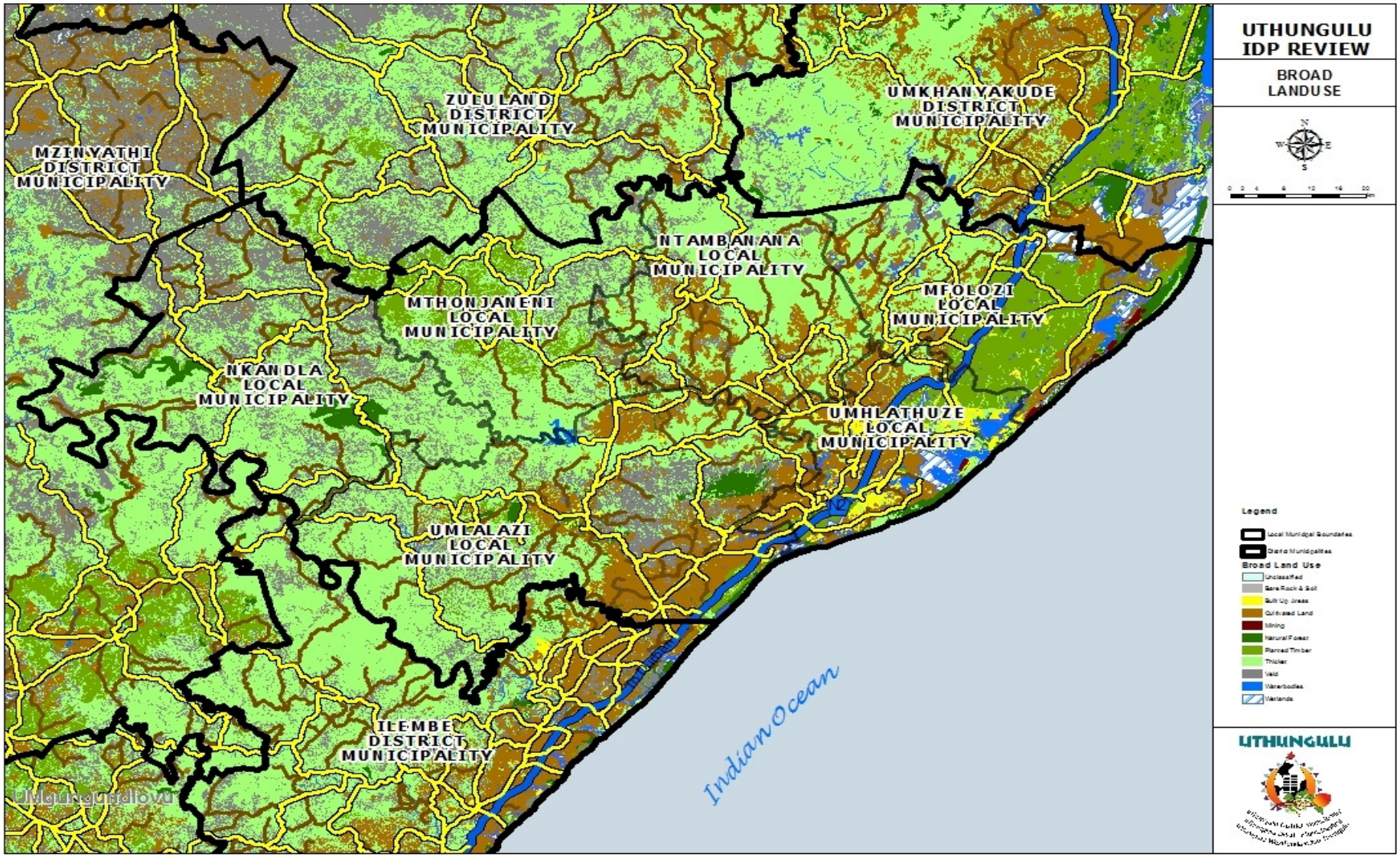
## Map 10: Spatial Development Framework - Corridors



## C1.6 LAND COVER & BROAD LAND USE

It is evident, that cultivated land and forestry forms the backbone of the rural economy, situated mostly on both sides of the N2 with large forestry areas evident in the Mthonjaneni municipal area in the north eastern sector of uThungulu. Scattered rural settlement is evident within Ntambanana, Nkandla and uMlalazi municipalities. These areas coincide with the Ingonyama Trust land. Denser settlement is evident around the towns of Richards Bay/Empangeni and Eshowe. Subsistence agriculture is very evident in Ntambanana and Nkandla LM's.

**Map 11: Broad Land Use**

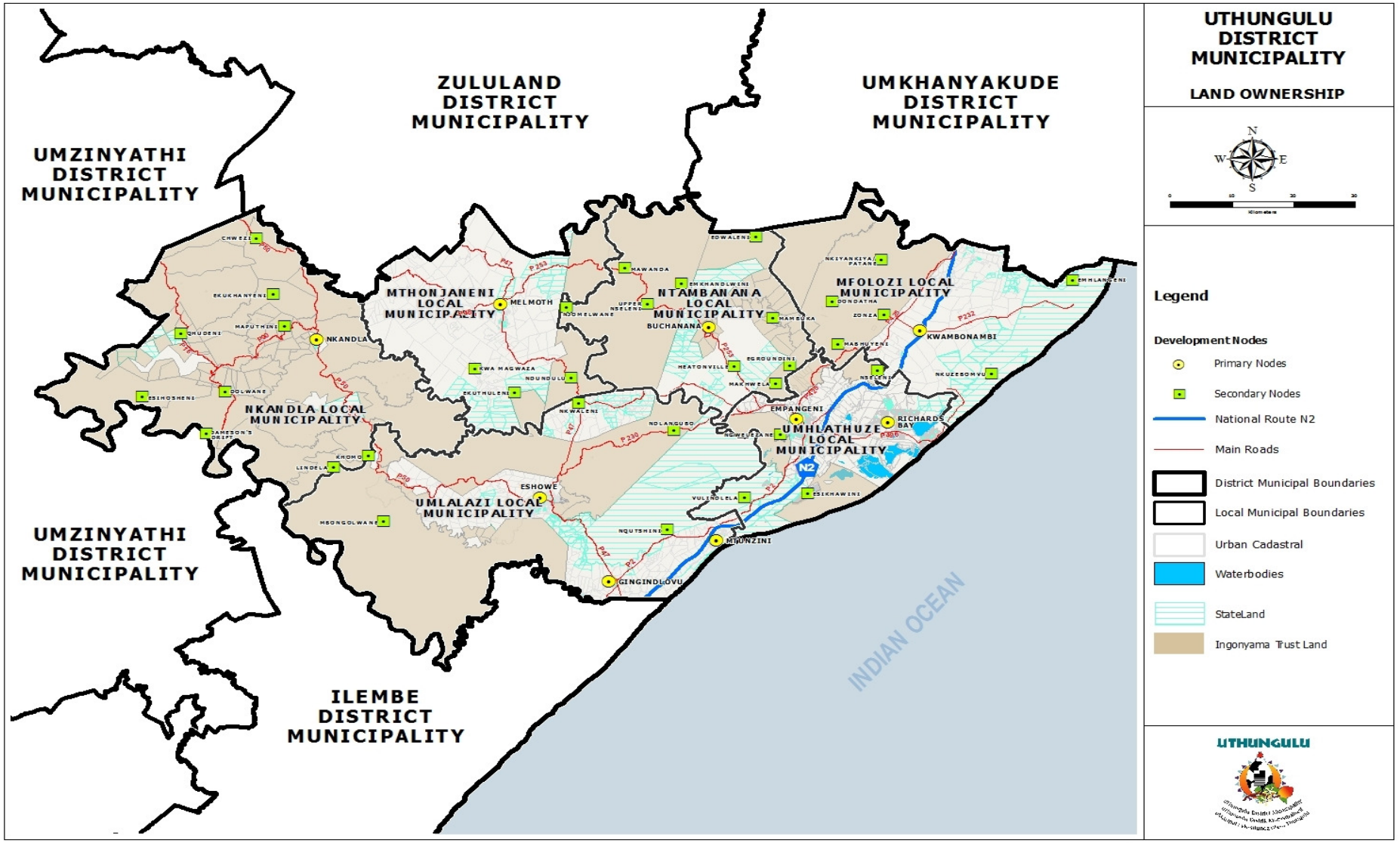


## C1.7 LAND OWNERSHIP

Large tracts of land in the municipal area are Ingonyama Trust land that falls under the Traditional Authorities. The two other major categories are privately owned or state land which could either be commercial farm land/forestry and urban land in the Richard Bay/ Empangeni and other nodes.

A component of the current SDF review process includes a land audit that would verify, update land ownership and restitution progress. This will be updated in the next review of the IDP once the above process is successfully concluded.

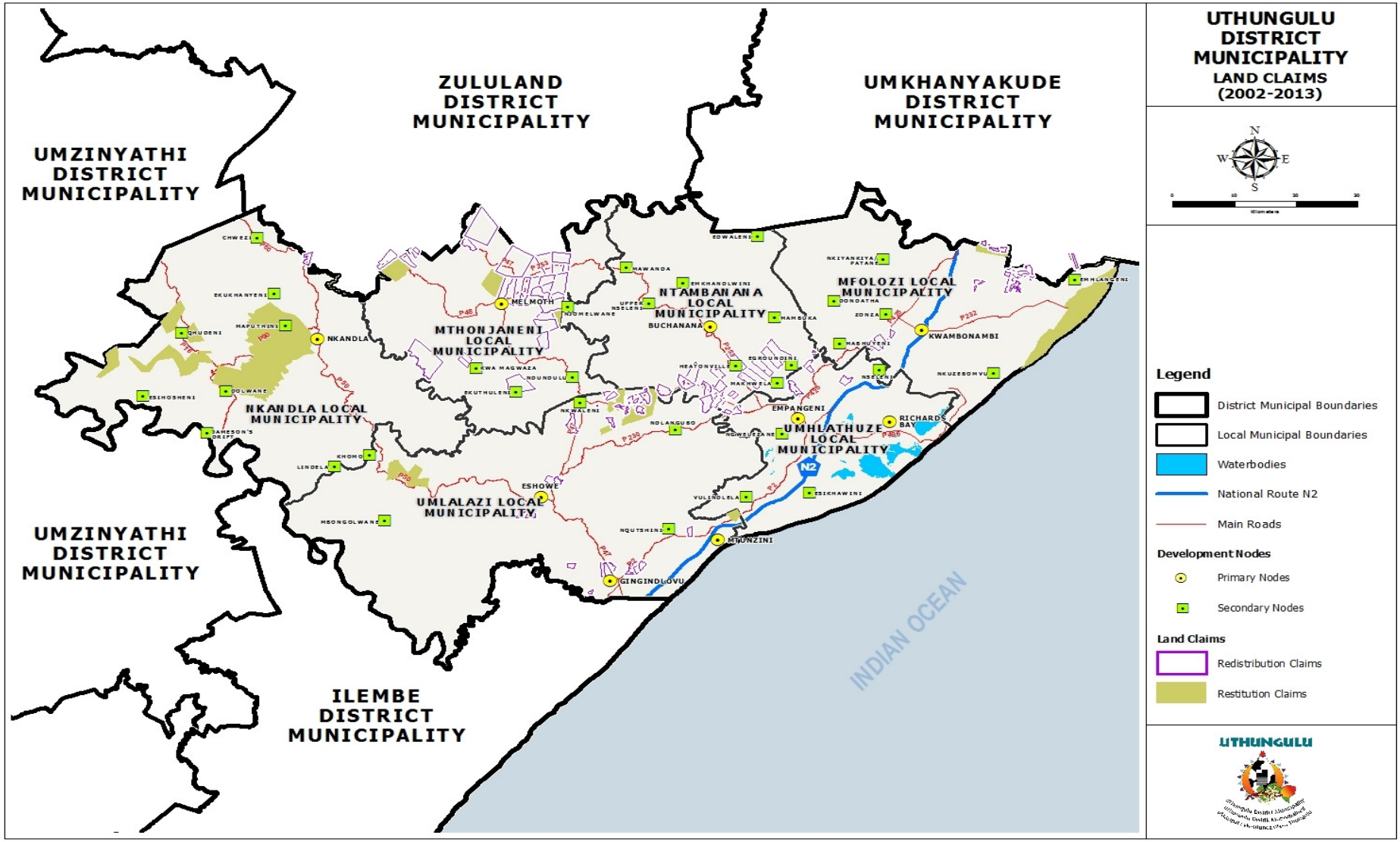
**Map 12: Land Ownership**



## C1.8 STATUS OF LAND REFORM

The following map indicates the status of Land restitution as in 2010 (settled & non-Settled, but gazetted, land claims & Land redistribution). Progress to date will be included in the next review of the IDP on successful completion of the current SDF review process which includes a Land Audit.

**Map 13: Land Claims**



## C1.9 LAND CAPABILITY

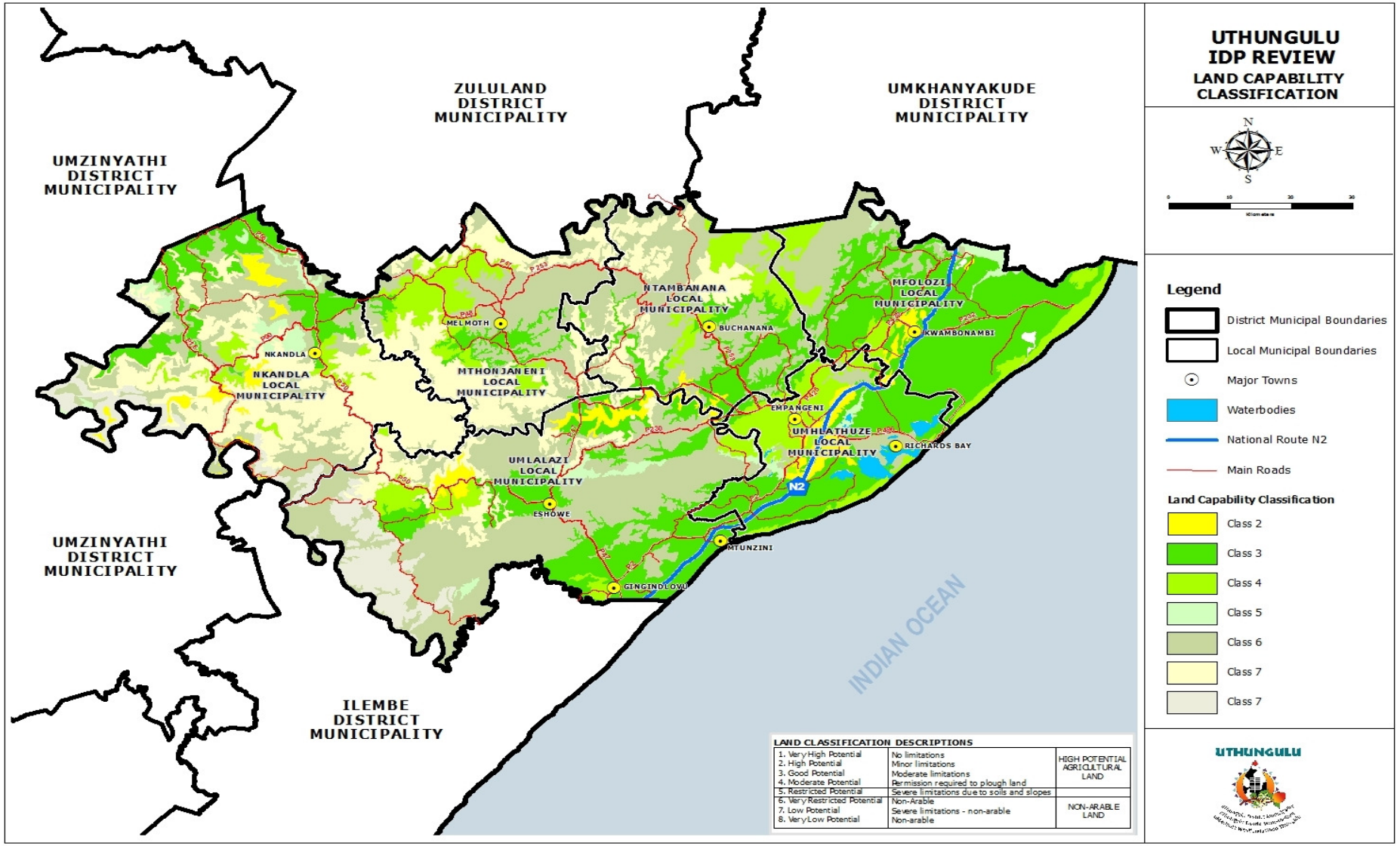
uThungulu SDF has identified a number of Agricultural Focus Areas as well. These were identified based on the highest agricultural potential. Land capability classes 1, 2 and 3. It is again noted that the areas shown to be of higher agricultural potential do not total a large area. As such, care should be taken when making development decisions of a non-agricultural nature in those areas. Also, a specific investigation into agricultural options in the identified areas is needed to identify the most viable agricultural activities, considering local factors such as rainfall and soil acidity.

uThungulu SDF also indicates a Multi-Sectoral Activity Corridor. This corridor is aligned to the PSEDS Agricultural Corridor but is noted in uThungulu context for its tourism nature as well, it is the R66 Tourism Corridor as such, it is identified as a multi-sectoral activity corridor in uThungulu district given its agricultural and tourism nature. uThungulu district also provides and agricultural activity corridor that traverses its areas of highest agricultural potential, notably along the N2 and the abutting Old Main Road along the eastern boundaries of the district.

## C1.10 PRIVATE SECTOR DEVELOPMENTS

Refer to Section G

**Map 14: Land Capacity**



## C1.11 ENVIRONMENTAL ANALYSIS

uThungulu district generally has a good climate and is well endowed with natural resources whose comparative advantages are: A good climate that opens up avenues for productive agricultural and tourism development; Agriculture with irrigation infrastructure in place; a scenic environment and the coastal terrain thus creating more opportunities for tourism development; and the district's location within KwaZulu-Natal that is reputable for its African Experience.

### uTHUNGULU ENVIRONMENTAL FORUM

- The forum is responsible for the planning of all environmental calendar days and awareness campaigns and meets as and when necessary.
- EDTEA/DEA, municipalities and other relevant department's forms part of the committee and participate in the awareness campaigns.
- Greening project has been undertaken in uMhlathuze Village (Ngwelezane) and 900 indigenous and fruit trees were planted as a mitigation measure to climate change.

### OTHER ENVIRONMENTAL PLANS/TOOLS

- Integrated Environmental Plan (IEP)-needs to be reviewed
- EIA Procedure and Policy guidelines

### OTHER ENVIRONMENTAL FORUMS OTHER uTHUNGULU

- The District Waste Management Officers forum that is addressing all waste related issues is functional.
- uThungulu Regional Landfill site Monitoring Committee, which deals with waste disposal and landfill site management issues if functional.
- uMhlathuze Catchment Management Forum
- uThungulu Coastal Committee (Coastal Working Group)-discusses all coastal issues

### OTHER INFORMATION

- uThungulu projects comply with Environmental Impact Assessment procedures when necessary.
- All projects that trigger EIA are screened accordingly and the necessary process and procedure is followed

### ADDITIONAL SUPPORT PROVIDED

- Human Resource: Environmental Officer – Local Government Support who assist uThungulu District with its family on environmental issues

### C1.11.1 ENVIRONMENTAL PRINCIPLES

A set of Environmental Sustainability Principles has been developed to promote environmental sustainability in the implementation of the municipality's IDP. These are based largely on the environmental management principles in Chapter 1 of the National Environmental Management Act (NEMA) (Act 107 of 1998), but also incorporate the principles of Local Agenda 21 and KwaZulu-Natal's Environmental Implementation Plan (DAEA, 2002). The Environmental Sustainability Principles are divided into the following six themes:

- Sustainable Development
- Environmental Justice and Equity
- Participation, Empowerment and Transparency
- Co-operative Governance
- Ecological and Cultural Integrity
- Environmental Decision-making.

### C1.11.2 ENVIRONMENTAL VISION

The vision of uThungulu District as presented in the IDP is**:**

*An economically sound district with effective infrastructure and a district municipality that empowers people protects the environment and demonstrates leadership excellence.*

The following principals of sustainability are promoted in the above vision:

- Economic development as a component of sustainable development refers to a new and fairer approach to economic growth, which promotes access to employment and resources.
- Community development relates to meeting people's needs, using appropriate technology in a way that is not damaging to the environment.
- Community empowerment is encouraged by focusing on participation and equity, with particular emphasis on the most vulnerable of society. This is considered necessary for improved planning and development.
- Ecological sustainability is about using resources within their carrying capacity, so that resources can be regenerated for future use, and minimising waste and pollution.
- Leadership: Environmental management must be integrated, acknowledging that all elements of the environment are linked and interrelated, and it must take into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.

### C1.11.3 BIODIVERSITY (INCLUDING PROTECTED AREAS)

Development and land use pressures, particularly in the rural areas, are impacting on Biodiversity in the District. In order to conserve, protect and enhance the biodiversity found within the District and to ensure that the IDP is aligned with the national biodiversity framework and bioregional plans, the following is recommended:

### A BIODIVERSITY PLAN

Biodiversity planning attempts to address the issue of how to prevent the loss of species and sustain the conditions necessary for the survival of diverse plant and animal communities. A Biodiversity Plan is recommended incorporating the following elements:

- Biodiversity networks of reserves, protected areas, open spaces and ecological corridors. This would enable the District to investigate opportunities for offering private landowners incentives for managing ecological corridors;
- The management of invasive alien vegetation (through the incorporation of the municipality's current Special Project: Removal of Alien Vegetation);
- The establishment of a biodiversity database and monitoring system, which would link into the State of Environment Report database and indicators, as well as the C-Plan of EKZN Wildlife;
- The promotion of biodiversity education and awareness.
- The above information would also enable the district to report on its biodiversity according to the Environmental Performance Indicators developed by DEAT for Local Government.

### NZEZA-NSELENI-MSINGAZI CONSERVATION CORRIDOR

Despite extensive transformation of the environment, mainly by commercial agriculture and forestry, significant resources remain in the area between Nseza Lake and Msingazi Lake. It is recommended that consideration be given to forming conservation areas encompassing the Nseleni valley and Lake Nseze, the Sanctuary together with Lake Cubhu and surrounds, Lake Msingazi and surrounds, and possibly Lake Mangeza and others in the vicinity. This area is a key for maintaining biodiversity because of the diversity of habitat types it contains. It is widely recognised as a particularly significant area for bird diversity, including a number of endemic species. The development of this Corridor could include appropriate tourism initiatives. Connections among the first three mentioned are required, but this issue could await deliberation until the conflict between the demand for the proposed IDZ area for both conservation and industrial development is resolved (O'Connor, 2003). This project could be conducted in tandem with the work of EKZN Wildlife and shared funding options should be explored.

### KWAMBONAMBI GRASSLANDS

The Kwambonambi grasslands are of national importance for conservation as they are the only remaining relics of a once extensive vegetation formation that has been almost completely lost to forestation, urbanisation and agricultural transformation. The present distribution of this grassland is 1 531ha. EKZN has set the conservation target of this grassland at 42 705ha. The district remaining grasslands should be identified and management and monitoring measures for their protection suggested in conjunction with EKZN.

- **uMlalazi Estuary, uMlalazi Nature Reserve and Ngoye Forest**

  The uMlalazi Estuary, Nature Reserve and the Ngoye Forest should be conserved in terms of their biodiversity. The UMlalazi Nature Reserve contains one of the best stands of mangroves on the Zululand coast. Furthermore the rare palm nut vulture breeds in the reserve. The Ngoye Forest boasts extensive tracts of beautiful high forest with unusual distribution records that link it with regions to the far north and south. Rare trees still found within Ngoye Reserve include the Giant Umzimbeet, Giant Pock Ironwood, Zulu Bead-string, Natal Krantz Ash, Forest Mangosteen, Forest Water Berry and the Pondo Fig. Rare and endemic fauna is highlighted by the presence of red squirrel, green barbet, yellow-streaked bulbul and the green butterfly.

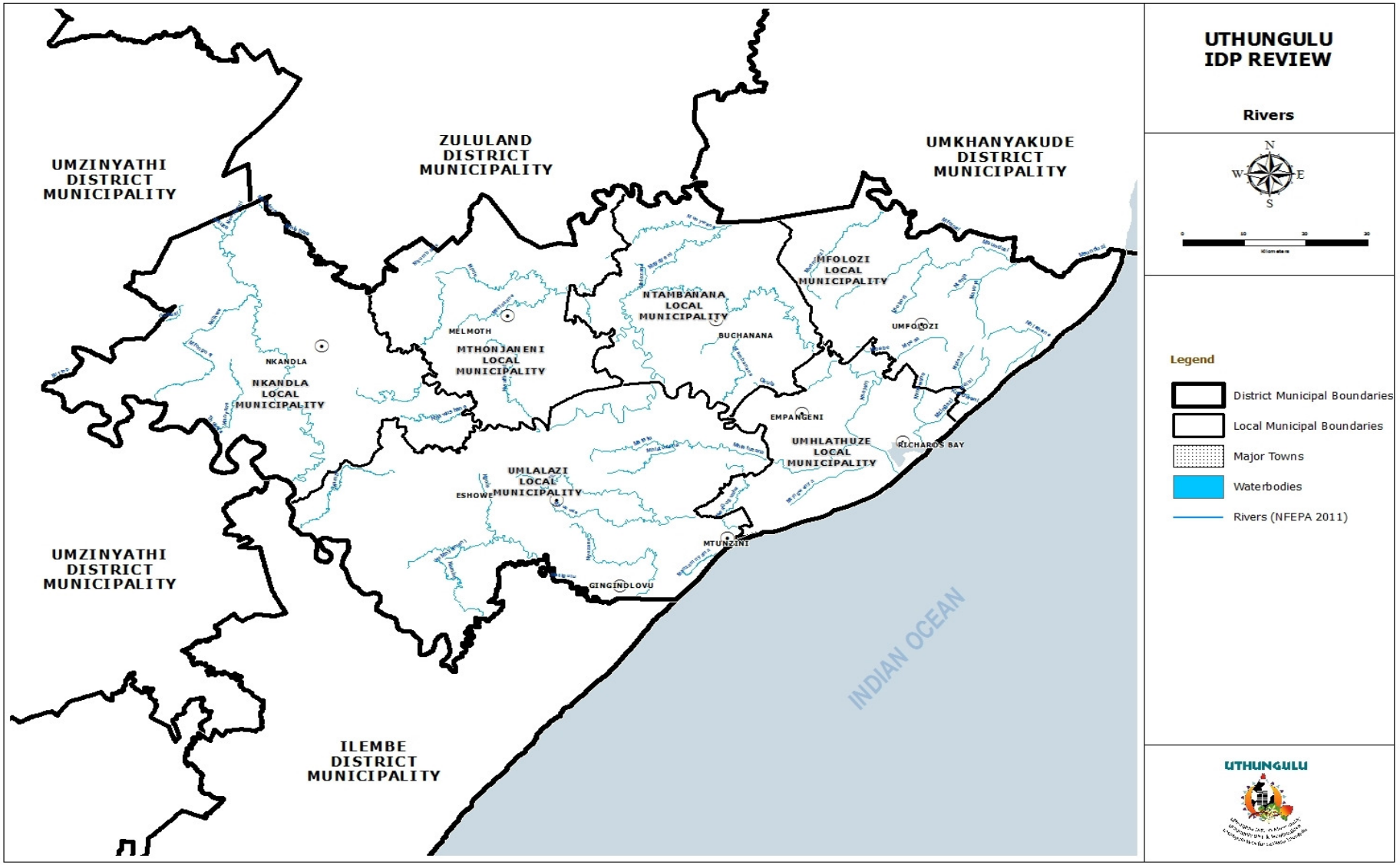
### C1.11.4 HYDROLOGY

Major rivers throughout in the District include the Nseleni, Matigulu, Mhlatuze, Mlalazi, uMfolozi, Nyalazi and Mzingwenya Rivers.

The many rivers in the system generally supply adequate water for domestic and stock use. The uMfolozi and the Mhlatuze Rivers offer potential for irrigation. There are currently great demands on the Mhlatuze Supply System due to water demands in Empangeni and Richards Bay, with industry (e.g. Richards Bay Minerals and Mondi Kraft) placing the greatest demand on water resources including water from Lake Nhlabane which lies within the uMfolozi area. In this regard Richards Bay Minerals has an extraction point on the Nseleni River, however this is only used when required (the town of Nseleni also has an extraction point on the Nseleni River).

The surface water resources within the district are generally adequate to meet demands of rural supply. In spite of this there is some concern about the provision of potable water to rural areas. To a large degree, the problem is due to a lack of financing for the required delivery service system. Another complicating factor is the undulating topography that is characteristic of certain areas making the provision of services problematical and expensive. As such, rural areas derive most of their water from natural sources, i.e. streams, as well as boreholes.

**Map 15: uThungulu Rivers**



The following rivers are found within each Municipal area:

**Table 19: Rivers found within the District**

| MUNICIPALITY | RIVER NAME |
|---|---|
| uuMfolozi | 1. Msunduzi |
| | 2. uMfolozi River |
| | 3. Small localized dams throughout the Municipality |
| uMhlathuze | 1. Nsezi |
| | 2. Umhlathuze |
| | 3. Lake Chubu |
| | 4. Lake Mzingazi |
| Ntambanana | 1. Mfule River |
| | 2. Hlambanyathi |
| uMlalalzi | 1. Mhlathuzana |
| | 2. Mozane "Dam" |
| | 3. Dengwini |
| | 4. Ntenjane |
| | 5. Thukela |
| | 6. Phobane Lake |
| | 7. Ndlovini |
| Mthonjaneni | 1. Mfule<br>2. Mhlathuze<br>3. Mkumbane<br>4. White uMfolozi |
| Nkandla | 1. Mhlathuze River |
| | 2. Nsuze River |
| | 3. Thukela River |

Three coastal lakes lie within the uMfolozi area, Lake Nhlabane on the coast, Lake Eteza towards the north and Lake Mavuya between the two (within the Kwambo area). The Mpungase feeds Lake Nhlabane. This system is characterised by wetlands that lie behind the coastal forest. Other small water bodies within this system are the Lakes Ozwanini and Igwenyeni. The Msunduzi, the Mbabe and Ntobozi feed Lake Eteza. The Mvuya and the Mokana are tributaries of the Msunduzi which join with the Umfolozi at its mouth.

Lake Mzingazi, the Harbour and the Sanctuary are three large water bodies that lie parallel in a row close to the coastline within the Mhlathuze Municipality. These bodies collect runoff and subterranean water from the immediate drainage catchment of Richards Bay and from the Mhlathuze in the northwest. The three water bodies are linked to one another via channels and flow into each other depending on the tide and the runoff. West of the Sanctuary is Lake Cubhu, a smaller water body which drains to the Sanctuary. Inland of the harbour and Lake Mzingazi, abutting the first coastal ridgeline, is the large water body of Lake Nsezi, which drains to the Sanctuary. The freshwater lakes on the coastal

plain, such as Mzingazi, Nsezi and Cubhu (see further description below), are drowned valleys related to a former erosion cycle with al lower sea level. These water bodies and their associated drainage systems play a key role in the functioning of the wetland environmental of Richards Bay. Lakes Mbongolwane and Hlabane are also located within the area.·

- **LAKE NSESI**

Lake Nsezi is 1000Ha in size and 2.3m deep. The Lake is a key water storage and supply asset, and performs a significant water quality buffering and improvement function in addition to reducing flood risk downstream. Although water quality in Lake Nsezi has been reduced, capacity exists for sustainable use of water from the Lake. Furthermore the Lake has significant recreation and tourism development / use potential.

- **LAKE MZINGAZI**

Lake Mzingazi is 1216Ha in size and 4.4m deep, and is bordered mainly by open space and forestry. The lake is fed from groundwater from the uMhlathuze municipality and performs a critical buffering role, protecting quality of inflows into the harbour. However during major flood events there is a risk to low lying areas with high potential for inundation. Owing to its size and good water quality, it is a strategic water supply source for Richards Bay and provides good opportunities for recreation and cultural use of the lake area and surrounds. There is however increasing pressure on local water quality as a result of poorly serviced informal settlement upstream and surrounding Lake Mzingazi, much of which is outside the Municipal Area. These informal settlements do not have proper sanitation facilities. Poor air quality from industry in adjacent areas further reduces environmental quality in the catchment and poses a health risk.

- **LAKE CUBHU**

Lake Cubhu is 464Ha in size and 2.3m deep. It is a key natural feature of national importance, and a key local water supply resource. The Lake still clearly linked to the estuary (sanctuary), which is essential for crustacean migrations and the integrity of the connecting 'neck' is therefore essential. Lake Cubhu and the associated swamp forest play an important role with respect to water quality improvement by diluting and treating waste and pollutants, as well as by regulating sedimentation. In this way the Lake performs a critical buffering role, protecting quality of inflows into the estuary. Furthermore the lake system and wetlands perform a significant role in reducing flood risk at the lower end of the catchment. Lake Cubhu can be considered as a strategic water supply source for Richards Bay. In addition the vegetation and lake performs air quality buffering and a micro climate control function. The relatively good environmental quality in the Lake area provides good opportunities for recreation and cultural use of the lake area and surrounds. However declining water quality limits the use potential of Lake Cubhu as a water and recreation resource, as well as threatening the estuarine sanctuary downstream.

- **UMFOLOZI CATCHMENT**

The uMfolozi/Msunduzi estuary is located north of Richards Bay. The Ntutunga, Mvamanzi and Ntinkulu Perenial Rivers which occur in the north west form part of the uMfolozi catchment, while the Munywana and the KwaMayayeni rivers drain to the White Umfolozi from the north. This system has a catchment area of approximately 11 068km$^2$. Agriculture (consisting mainly of subsistence agriculture and commercial forestry) accounts for about23% of the catchment land-cover in the uMfolozi-Msunduzi system. Approximately 13 % of the catchment is degraded, mostly comprising degraded grassland, bushland and forest while about 64%is natural. Natural land-cover generally consists of grassland, bushland, and forest and woodland. There is very little urban development (less than 1%) in the uMfolozi-Msunduzi catchment. Most of the urban development comprised residential and industrial development associated with the towns of Mtubatuba in the lower catchment, Ulundi in the middle catchment and Vryheid in the upper catchment (all outside of the study area); mines and quarries were also located near the inland town of Vryheid.

- **MHLATUZE CATCHMENT**

The Mhlathuze estuary has been significantly altered by the construction of the Richards Bay harbour and now has an artificially constructed mouth and is home to a rapidly expanding mangrove forest. It is also one of the few remaining estuaries that still support sea grass beds (Zosteracapensis). Prior to the construction of a deep-water harbour in the 1970s, the system comprised a large shallow, expanse of water, fed primarily by the Mhlathuze River, with a catchment area of approximately 3670km$^2$. The system today consists of two separate components, a harbour (Richards Bay) and a sanctuary area (Mhlathuze estuary) into which the Mhlathuze River flows. The southern estuary is a formally protected area (since 1935).

The harbour and sanctuary are separated by a 4 km long causeway and each has its own separate opening to the sea. Although the harbour and sanctuary are separate systems, the two components have been combined in this analysis. The Nholo, the Nhlozan ,the iBusane, the Nsimnakazi, the Mtimona and the Ntambana are all tributaries of the Mhlatuze to the south. The Gigizana, the Mzini, the Mposa River and the Okula Rivers are all tributaries of the Nseleni which has its source in the area. The Nseleni flows into Lake Nsezi and the lagoon at Richards Bay, which flows into the Nsezi River before flowing into the Mhlatuze and then making its way into the estuary south of the harbour. Approximately 41% of the Richards Bay-Mhlathuze catchment is under agriculture, comprising a mixture of commercial forestry, subsistence farming and sugar cane. About5% of the catchment is degraded, mostly consisting of degraded bushland and grassland. Roughly 52% of the catchment is natural and comprises of grassland, bushland, and forest and woodland. Urban development accounts for about 2% of the catchment land-cover and this comprises residential, industrial and commercial development mainly associated with Richards Bay near the coast as well as Empangeni further inland.

- **THE UMLALAZI CATCHMENT**

The uMlalazi estuary is located just south of Richards Bay. There are extensive wetland systems (salt marshes, mangrove forests, swamp forests) associated with the uMlalazi estuary. The river is approximately 54 km long with a catchment area of 492km$^2$.Approximately 46% of the catchment land-cover of the uMlalazi system is utilized for agriculture and consists mainly of subsistence farming, sugar cane and commercial forestry. The catchment does not appear to be degraded and about 53% is natural (comprising grassland, bushland and forest). About1% of the catchment is urban comprising mainly the residential and industrial developments associated with of the coastal village of Mtunzini and the town of Eshowe further inland.

- **THE MATIGULU/NYONI CATCHMENT**

The Matigulu/Nyoni estuary is situated south of Richards Bay. It is one of the only South African examples of an estuary shared by two individual river systems. This system drains a catchment area of over 900 sq. km. approximately 60% of the catchment is under agriculture (mainly sugar cane and subsistence farming with some commercial forest). About 6% of the Matigulu/Nyoni catchment comprises degraded bushland. Roughly 33% of the catchment is natural, mostly comprising grassland, bushland and forest. Very little of the catchment is urban (less than 1%) and most of this is residential and commercial and industrial development associated with the inland town of Eshowe.

- **THE THUKELA CATCHMENT**

The Thukela (Tugela) estuary is situated approximately midway between Richards Bay and the coastal city of Durban. The estuary is outside of the district however the river forms the southern boundary of uThungulu District towards the west. The Thukela estuary is considered a river mouth as opposed to a true estuary as the flow in the Thukela is (usually) such that the fresh water marine water interface is actually offshore as opposed to within the lower reaches of the river course. The Thukela is the largest river system in KwaZulu-Natal. The river is approximately405 km long with a catchment area of 29 101km$^2$. About 15% of the Thukela catchments under agriculture, comprising mainly subsistence farming, temporary commercial dryland agriculture, temporary commercial irrigated agriculture, and commercial forestry. Some sugar cane and improved grasslands were also present. Roughly 8% of the Thukela catchment comprised degraded grassland, bushland and forest with some erosion also present. A high proportion of the catchment (75%) is natural and consists mostly of grassland and bushland with some forest. Approximately 1% of the catchment is urban, comprising mostly residential, industrial and commercial development as well as mines and quarries. This was mainly associated with the towns of Escourt, Ladysmith, Dundee and Newcastle situated in the upper catchment outside of the district.

- **SIYAYI LAGOON**

The Siyayi lagoon lies on the coast just east of Mtunzini. According to Begg (1978) the Siyayi was originally a clear and deep stream until sugarcane farmers began to reshape the

terrain through ploughing down the slopes, planting up to the banks of the river, and removing spongy swamp vegetation along its course (Umlalazi IDP).

- **WETLANDS**

There are a number of wetlands in the study area, the most notable of which are Lake Cubhu and the Greater Mhlatuze Wetland System to the south of Richards Bay at Esikhawini. This system includes the riverine wetlands on either side of the Mzingwenya River and its tributaries and the lake margin wetlands around Lake Cubhu. The periphery of the wetlands surrounding the lake measures 139kmand the average width is 314m. Lake Nsezi and its associated wetlands are also important (see above). The Mbongolwane Wetland on the upper reaches of the Amatikulu River in the Ntuli Tribal area is of ecological importance and is presently unprotected.

- **DAMS**

The Goedertrouw Dam is the one major dam in the area and is located on the Mhlathuze River approximately 10 km north of Eshowe. Water is transferred to Goedetrouw Dam via the Thukela-Mhlatuze Scheme (http://www.dwaf.gov.za/thukela/Background.htm). The dam is used to supply the following irrigation boards (Nkwalini Irrigators, uMfule irrigators, Heatonville irrigators, KwaZulu Natal irrigators and Lower Irrigators), the Mhlathuze Water Board (domestic and industrial water supply) and the Ingwelezane Town, in the area from Nkwalini Valley to Richards Bay. In addition the dam offers the opportunity for a range of water sports, together with camping and picnic spots. It is supplementary to the areas of eco-tourism in the uMlalazi Area. There is an established fenced game park on the south bank of the river.

## NARROWED DATA LAYER FOR UTHUNGULU DISTRICT

| MUNICIPALITY | PROTECTED AREAS | TERRESTRIAL ECOSYSTEM | VEGETATION TYPE (14) | THREATENED TERRESTRIAL ECOSYSTEM | FRESHWATER ECOSYSTEM | RAMSAR SITES |
|---|---|---|---|---|---|---|
| **uMhlathuze** | • Enseleni Nature Reserve-Provincial Nature Reserve, 291.2ha<br>• Richards Bay Game Reserve-Provincial Nature Reserve, 1339.3 ha<br>• Umlalazi Nature Reserve-Provincial Nature Reserve, 92 ha | **BIOMES**<br>• Indian Ocean Coastal Belt<br>• Savanna | • Freshwater Lakes-1011 ha, 1.27% of Municipality<br>• KwaZulu Natal Coastal Belt-6155.2 ha, 7.76% of Municipality<br>• Mangrove Forest-1078.6 ha, 1. 36% of Municipality<br>• Maputaland Coastal Belt-54587. 7ha, 68.82% of Municipality<br>• Maputaland Wooded Grassland-1410.6ha, 1.78% of Municipality<br>• Northern Coastal Forest-2911.3ha, 3.67% of Municipality<br>• Scarp Forest-15.7ha, 0.02% of Municipality<br>• Subtropical Coastal Lagoons-1860.1ha, 2.35% of Municipality<br>• Subtropical Dune Thicket-226.9ha, 0.29% of Municipality<br>• Subtropical Freshwater Wetlands-2507.6 ha, 3.16% of Municipality<br>• Subtropical Seashore Vegetation-243.9 ha, 0.31 of Municipality<br>• Swamp Forest-241.2 ha, 0.3% of Municipality<br>• Zululand Coastal Thornveld-6203.3ha, 7.82% of Municipality<br>• Zululand Lowveld-851.9ha, 1.07% of Municipality | **CRITICALLY ENDANGERED**<br>• Eshowe Mtunzini Hilly Grassland-2436.7 ha, 3.07% of Municipality<br>• KwaMbonambi Dune Forest-299.8 ha, 0.38 % of Municipality<br>• Ngoye Scarp Forest and Grasslands-1.2 ha, 0 % of Municipality<br>• Kambonambi Hygrophilous Grasslands-12205.1 ha, 15.39 % of Municipality<br>• North Coast Dune Forest-976.1 ha, 1.23 % of Municipality | **WATER MANAGEMENT AREAS (1)**<br>• Usuthu to Mhlathuze - 77845.4ha (98.14% of municipality) | No Ramsar sites |

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|---|---|---|---|---|---|---|
| | | | | **ENDANGERED**<br>• KwaZulu Natal Coastal Forest-86.6ha, 0.11 % of Municipality<br>• Mangrove Forest-74.8 ha, 0.09 % of Municipality | **RIVERS (6)**<br>• Mhlathuze<br>• Mlalazi<br>• Mpisini<br>• Mzingazi<br>• Nseleni &<br>• Unknown | |
| | | | | **VULNERABLE**<br>• Maputaland Wooded Grassland-220.6 ha, 0.28 % of Municipality<br>• Swamp Forest-3.5 ha, 0% of Municipality | **WETLANDS** | |
| | | | | | **ESTUARIES**<br>• Mhlathuze (Estuarine Bay), fair<br>• Mlalazi (permanently open), good<br>• Richards Bay (Estuarine bay), fair | |
| **Nkandla** | • Dhlabe Nature Reserve<br>• Edodweni Nature Reserve<br>• Nkandla Forest<br>• Mndunduzeli Nature Reserve<br>• Qudeni N.R.<br>• Sibudeni NR<br>• Vungwini NR<br>• Mome N.R. | • Forest-3460.7ha (1.89% of municipality)<br>• Grassland-51828.7ha (28.36% of municipality)<br>• 27469.6ha (69.75% of municipality) | • Drakensberg-Amathole Afromontane Fynbos<br>• Eastern Valley Bushveld<br>• KwaZulu-Natal Highland Thornveld<br>• Midlands Mistbelt Grassland<br>• Ngongoni Veld<br>• Northern KwaZulu Natal Moist Grassland<br>• Northern Zululand Sourveld<br>• Scarp Forest | **ENDANGERED**<br>• Qudeni Mistbelt forest and grassland<br>**VULNERABLE**<br>• Eastern Scarp Forest - FOz V1<br>• Midlands Mistbelt Grassland - Gs 9<br>• Ngongoni Veld - SVs 4<br>• Nkandla Forests and Grasslands - KZN 73 | **WATER MANAGEMENT AREAS**<br>• THUKELA<br>• USUTU TO MHLATHUZE<br>**RIVERS**<br>• Buffels<br>• Mhlatuze<br>• Nsongeni<br>• Nsuze | |

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|---|---|---|---|---|---|---|
| | | | • Southern Mistbelt Forest<br>• Thukela Thornveld<br>• Thukela Valley Bushveld | • Northern Qudeni Mistbelt Grasslands - KZN 75 | • Thukela<br>• Unknown<br><br>**WETLANDS**<br>• 115 covering 2024.3ha (1.1%) of Nkandla Municipality | |
| **UMLALAZI** | • Dengweni Forest Reserve<br>• Dlinza Forest Nature Reserve<br>• Entumeni Nature Reserve<br>• Ezigwayini Forest Reserve<br>• Impeleshu Forest Reserve<br>• Ngoye Forest Reserve<br>• Umlalazi Nature Reserve | **BIOMES (2)**<br>• Indian Ocean Coastal Belt<br>• Savanna | • Eastern Valley Bushveld<br>• KwaZulu-Natal Coastal Belt<br>• KwaZulu-Natal Hinterland Thornveld<br>• Mangrove Forest<br>• Maputaland Coastal Belt<br>• Ngongoni Veld<br>• Northern Coastal Forest<br>• Northern Zululand Sourveld<br>• Scarp Forest<br>• Subtropical Coastal Lagoons<br>• Subtropical Dune Thicket<br>• Subtropical Seashore Vegetation<br>• Zululand Lowveld | **CRITICALLY ENDANGERED (4)**<br>• Entumeni Valley - KZN 3<br>• Eshowe Mtunzini Hilly Grasslands - KZN 4<br>• Ngoye Scarp Forests and Grasslands - KZN 13<br>• North Coast Dune Forest - KZN 14<br><br>**VULNERABLE (3)**<br>• Eastern Scarp Forest - FOz V1<br>• KwaZulu-Natal Coastal Belt - CB 3<br>• Ngongoni Veld - SVs 4 | **WATER MANAGEMENT AREAS (2)**<br>• THUKELA<br>• USUTU TO MHLATHUZE<br><br>**RIVERS (5)**<br>• Matigulu<br>• Mhlathuze<br>• Mlalazi<br>• **Thukela**<br>• **Umngwenya**<br><br>**WETLANDS**<br>• 519 covering 3767.9ha (1.7%) of uMlalazi Municipality<br><br>**ESTUARIES (1)**<br>• Siyaya | |
| **MFOLOZI** | (4)<br><br>• Imfolozi Game Reserve<br>• Lake Eteza N.R.<br>• Nhlabane N.R, | **BIOMES**<br>• Indian Ocean Coastal Belt<br>• Savanna | (13)<br><br>• Freshwater Lakes<br>• Mangrove Forest<br>• Maputaland Coastal Belt<br>• Maputaland Wooded Grassland<br>• Northern Coastal Forest<br>• Northern Zululand Sourveld | **CRITICALLY ENDANGERED**<br>• Kwambonambi Dune Forest - KZN 8<br>• Kwambonambi Hygrophilous Grasslands - KZN 9 | **FRESHWATER ECOSYSTEM (1)**<br><br>• USUTU TO MHLATHUZE<br><br>**RIVERS (6)**<br>• uMfolozi | |

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|---|---|---|---|---|---|---|
| | | | • Scarp Forest<br>• Subtropical Dune Thicket<br>• Subtropical Freshwater Wetlands<br>• Subtropical Seashore Vegetation<br>Subtropical Seashore Vegetation<br>• Swamp Forest<br>• Zululand Coastal Thornveld<br>• Zululand Lowveld | **ENDANGERED**<br>• KwaZulu-Natal Coastal Forest - FOz VII1<br>• Mangrove Forest - FOa 3<br>**VULNARABLE (3)**<br>• Eastern Scarp Forest - FOz V1<br>• Maputaland Wooded Grassland - CB 2<br>• Swamp Forest - FOa 2 | • Mpisini<br>• Msunduzi<br>• Mzingazi<br>• Nseleni<br>• Unknown<br>**WETLANDS**<br>• 1090 covering 11747.5ha (9.7%) of Mbonambi Municipality<br>**ESTUARIES (1)**<br>• Nhlabane (temporary closed) | |
| **MTHONJANENI** | • Ophathe Game Reserve | **BIOMES (1)**<br>• Savanna | • Eastern Valley Bushveld<br>• Ngongoni Veld<br>• Northern Zululand Sourveld<br>• Zululand Lowveld | **VULNERABLE**<br>• Imfolosi Savanna and Sourveld - (KZN 59)<br>• Ngongoni Veld - SVs 4 | **WATER MANAGEMENT AREAS (1)**<br>• USUTU TO MHLATHUZE<br>**RIVERS (4)**<br>• Mfule<br>• Mhlathuze<br>• Mkumbane<br>• White uMfolozi<br>**WETLANDS**<br>• 312 covering 1790.5ha (1.6%) of Mthonjaneni Municipality | |
| **NTAMBANANA** | • Fundimvelo Nature Reserve | **BIOMES (1)**<br>• Savanna | • Eastern Valley Bushveld<br>• Ngongoni Veld | **VULNERABLE TERRESTRIAL** | **WATER MANAGEMENT AREAS (1)** | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | • Imfolozi Game Reserve | | • Northern Zululand Sourveld<br>• Scarp Forest<br>• Zululand Coastal Thornveld<br>• Zululand Lowveld | **ECOSYSTEM**<br>• Eastern Scarp Forest - FOz V1<br>• Imfolosi Savanna and Sourveld - (KZN 59<br>• Ngongoni Veld - SVs 4 | • USUTU TO MHLATHUZE<br>**RIVERS**<br>• Mfule<br>• Mhlathuze<br>• Nseleni<br>• White uMfolozi<br>**WETLANDS**<br>• 233 covering 1124.6ha (1%) of Ntambanana Municipality | |

## C1.11.5 AIR QUALITY

The Constitution compels the Municipality to take reasonable steps to prevent pollution and ecological degradation, promote conservation and secure the ecologically sustainable development and use of natural resources. The Municipal Systems Act (Act 32 of 2000) and the National Environmental Management Act (NEMA) (Act 107 of 1998) also place environmental responsibilities on the Municipality.

The National Framework for Air Quality management also provides guidance for government to meet the requirements of Section 24 of the Bill of Rights. Section 15 (1) of the National Environmental Management: Air Quality Act (Act No. 39 of 2004) (AQA), calls upon each municipality to include an Air Quality Management Plan (AQMP) in its Integrated Development Plan (IDP). In ensuring compliance with the above legal requirements the uThungulu District Municipality (UDM) Council on the 5th December 2014 approved an Air Quality Management Plan (AQMP) for the District resolution reference UDMC 2078/2014.

uThungulu DM is in terms of Chapter 5 of AQA is responsible for the licensing of Listed Activities and also to monitor AQA Section 23 activities within the district.

| Sector Plan | Status | Date Approved | Reference |
|---|---|---|---|
| Air Quality Management Plan | Complete | 5 December 2014 | UDMC 2078/2014 |

The National Framework for Air Quality Management (DEA, 2007) as amended Table 8 provides the District Municipalities and Metros that have poor/ potentially poor Air Quality. UThungulu District Municipality is listed as the second District with poor air quality in KwaZulu Natal following eThekwini Metro.

The District AQMP outlines the vision, mission, goals and the implementation plan and commitments of the uThungulu District Municipality with regard to the management of the air quality of the area within its jurisdiction. It is integrated in that it applies to all that the District does, across all sectors, from planning to implementation. It also indicates strategic interventions to be used to deal with air pollution management and control..

The function of issuing Atmospheric Emission Licences (AEL) for Listed Activities in terms of the Air Quality Act is also the responsibility of the District Municipalities. Municipalities mandated with this function are required to ‘designate an air quality officer to be responsible for co-coordinating matters pertaining to air quality management in the Municipality. The main sources of air pollution within the district are industries, and vehicle emissions; other sources include biomass burning, agricultural activities and mining operations.

The focus of air quality management in the District is to ensure the management and operation of the licensing of listed activities, and the development of emission reduction strategies. The rationale for developing the Air Quality Management Plan for the uThungulu District Municipality is due to the recognition of the growing severity of air pollution caused by domestic, industrial, agricultural and mining operations in the District.

- **Challenges**

  Key challenges continues to be the lack of staffing in terms of numbers, absence of By-laws, no compliance and enforcement capabilities, insufficient equipment, incapacity to offer education and awareness to residents, Insufficient or lack of knowledge with regard to environmental management and waste management issues throughout the district.

- **EXECUTIVE SUMMARY: Air Quality Management Plan**

  uThungulu District Municipality is one of 11 District Municipalities in the KwaZulu-Natal province. Section 15 (1) of the National Environmental Management: Air Quality Act (Act No. 39 of 2004) (NEM: AQA), calls upon each municipality to include an Air Quality Management Plan (AQMP) in its Integrated Development Plan (IDP). In terms of the NEM: AQA, the UDM is required to develop an AQMP by assessing the current air quality situation and then to address the situation by setting short, medium and long-term goals to continuously improve air quality and ensure that air quality is not harmful to communities.

  The importance of the environment and air quality is highlighted in Section 24 of Bill of Rights, which states, amongst others, that everyone has the right to an environment that is not harmful to their health or well-being. The National Framework for Air Quality Management (DEA, 2007 and 2013) provides guidance for government to meet the requirements of Section 24 of the Bill of Rights.

  Industrial, manufacturing and mining activities form the backbone of the economy in the UDM, this node of development and urbanisation is concentrated around the port of Richards Bay. These industries have been the focus of most air quality concerns in the region, air pollution associated with industry has been identified as one of the concerns of the 2012/2013 uThungulu DM Integrated Development Plan Review (UDM, 2013).

  Agriculture and tourism also contribute to the rapidly growing economy of the region. Sugar cane burning, pesticide usage and dust are among the air quality concerns associated with agricultural processes.
  The majority of UDM is made up of sparsely populated rural areas. This juxtaposition of industrial development, agriculture, a rich natural heritage and rural poverty lends itself to unique air quality issues. The IDP emphasises the need for sustainable development in the region, where there is equal consideration of environmental, economic and social development needs (UDM, 2013).

The UDM AQMP has the potential to play a multifaceted role in ensuring the effective management of the air quality resource and preserving the integrity of the district's unique natural heritage, without compromising social and economic development. UDM has appointed uMoya-NILU Consulting (Pty) Ltd to develop an AQMP that will ensure that air quality is managed effectively and efficiently.

The overall objective of the project is to develop an AQMP for the UDM, to assist the improvement of air quality, and to provide baseline data for provincial and national air quality management planning.

The baseline assessment provided the mechanism to identify gaps and issues. These informed the AQMP, which was developed in consultation with stakeholders during a Logical Framework Assessment workshop with Provincial and District and Municipal officials. Interventions to address the gaps and issues are described in the AQMP.

The **vision** of the AQMP is —

*Clean air for a healthy uThungulu*

The associated **mission** of the UDM AQMP is:
*uThungulu DM ensures clean, healthy air for all residents to preserve the integrity of ecosystems and enables economic growth and development through the ongoing implementation of the air quality management plan, co-operative governance and active stakeholder engagement*.

- **Five Goals are defined for the UDM AQMP, these are:**

**Goal 1**: The air quality management capacity in the UDM meets all the requirements of their mandate.
*This goal refers to the critical importance of an effective and efficient AQM staff complement and competence to fulfil the requirements of the NEM: AQA.*

**Goal 2**: Air quality management in UDM is enhanced through co-operative governance.
*This goal refers to the importance of co-operative governance, with a particular emphasis on inter-governmental cooperation and interdisciplinary exchange to ensure that air quality issues are considered in planning and development decision making.*

**Goal 3**: UDM has the systems and tools for effective air quality management
*This refers to UDM having a system to manage air quality. These components include but are not limited to: a dispersion modelling capacity, an emission inventory, an ambient monitoring network, an AEL processing system and a complaints management system.*

**Goal 4**: Air Quality Management in the UDM considers the development objectives of the region

*This goal recognises that there is a need for strategic management of the air shed, considering economic growth and hot spot areas with large concentrations of polluting activities such as in the IDZ. There is also a need to explore potential air quality risks in parts of the district that have not been researched and address these accordingly.*

**Goal 5**: AQM is understood throughout UDM

*This goal refers to active and inclusive stakeholder engagement with a focus on effective implementation of the AQMP and enhancing awareness of AQM in the UDM.*

- **Implementation timeframes**

The timeframes defined for the implementation of the AQMP provide for immediate activities based on available capacity and competence, to longer term activities that require recruitment, training, capital investment and other protracted processes. There are:

- Immediate First 3 months of AQMP adoption
- Short term First 12 months of AQMP adoption
- Medium Term 2 to 3 years of AQMP adoption
- Long term 4 to 5 years of AQMP adoption

- **Implementation plan**

  For each of the 5 goals the implementation plan defines the objectives required to meet the goal, the necessary activities required, who has a mandatory and a participatory responsibility to execute the work required, the timeframes with indicators to measure and understand the progress with implementation.

### C1.11.6 COASTAL MANAGEMENT PLAN

Coastal Management Plan which is currently under review provides a strategic framework for the management of uThungulu Coastal area. The purpose of the strategic framework is to provide guidance for the future development of uThungulu coast while at the same time ensuring that the coastal resource base is protected.

uThungulu coastline is a vital and complex asset, with a diverse mix of biophysical features and human uses along its length. A description of these is contained in the previous Coastal Management Programme. There are five estuaries on uThungulu coast: Siyaya, uMlalazi, uMhlathuze, Port of Richards Bay and Nhlabane. They vary considerably in character from permanently open (uMlalazi) to large (uMhlathuze) to a deep enclosed marine bay (Richards Bay).

Immediately inland from the shoreline are dune formations made up largely of marine sand together with a number of economically important mineral deposits. South of the uMhlathuze River the coastal topography comprises mature undulating coastal dune systems with predominantly sandy soils. North of the uMhlathuze a broad coastal plain

exists, comprising sandy soils intersected with alluvial mud and clay deposits. The almost total absence of rock formations in the coastal area is a unique feature.

Along its length of 100 km, uThungulu coastline, contains significant service infrastructure, Africa's largest port (based on volume of cargo handled), major mining operations, large industrial operations, extensive sugar cane and timber plantations, prawn fisheries, tourism businesses, wilderness /conservation areas, subsistence agriculture and natural resource harvesting, impoverished urban settlements, traditional rural settlements and affluent urban and suburban settlements (Institute of Natural Resources, 2004).

The landward portion of the coast comprises a complex mix of mining, commercial forestry and agriculture, subsistence agriculture, mariculture, harbour operations, tourism, conservation, infrastructure and industrial and residential development.

There are significant mining lease areas along uThungulu coastline, some of which are currently being exploited. Richards Bay Minerals (RBM) and Exxaro KZN Sands are currently engaged in heavy mineral mining operations in the sand dunes, both along the coast, and slightly inland from the coastal zone.

Richards Bay Minerals (RBM) is a producer of titanium, high purity pig iron, rutile and zircon. It supplies most of South Africa's needs and exports the rest (Richards Bay Industrial Development Zone). Exxaro KZN Sands is involved in the mining, beneficiation and smelting of mineral sands, mainly to produce titanium slag from smelting limonite. Other products include zircon, rutile, leucoxene and low manganese pig iron (Richards Bay Industrial Development Zone).

The population of uThungulu Coastal Zone is located in rural homesteads, urban informal settlements, and formal residential areas (ranging from low to high density). A large proportion of the population is located in the traditional authority areas of uMfolozi, Sokhulu, Dube, Mkhwanazi, Mhlana and Zulu.

Poverty levels are generally high, especially in the traditional authority areas due to low levels of formal employment and low skills levels. The majority of the formally employed population is involved in the agriculture / fishing / forestry sector in uMfolozi and uMlalazi Local Municipalities IDP's and manufacturing sector in uMhlathuze Local Municipality IDP.

The Coastal Management Plan identifies the following Strategies and projects

**Table 20: Coastal Management Projects**

| THEME | STRATEGIC PROGRAM | PROJECT | PROJECT STATUS |
|---|---|---|---|
| A: Governance and Capacity Building | A.1: Coastal Management & Administration Services | Project A.1.1.1: Ensure the on-going & improved functioning of an uThungulu District CWG | The committee is functional and sitting quarterly |
| | | Project A.1.1.2: Establish & ensure the on-going functioning of an uMfolozi Local CWG | Not yet established |
| | | Project A.1.1.3: Establish and ensure the on-going functioning of an uMhlathuze Local CWG: | Not yet established |
| | | Project A.1.1.4: Establish and ensure the on-going functioning of an uMlalazi Local CWG | Not yet established |
| | | Project A.1.2.1: Regular interaction with National and Provincial Coastal Authorities | The interaction with National and Provincial is on-going as and when necessary |
| | | Project A.1.3.1: Identification of coastal management line function within uMfolozi Local Municipality | Not yet implemented |
| | | Project A.1.3.2: Identification of coastal management line function within uMhlathuze Local Municipality | Umhlathuze has identified/determined coastal set back lines, the plan is in place |
| | | Project A.1.3.3: Identification of coastal management line function within uMlalazi Local Municipality | Not yet implemented |
| | A.2: Coastal Management Education and Training | Project A.2.1.1: Internal programme of coastal management training for uThungulu Coastal Working Group | Partly implemented and in progress |
| | | Project A.2.2.1: Ensure coastal awareness and education is a focus of uThungulu Coastal Working Group | This is an on-going process |
| | | Project A.2.2.2: Traditional Community Awareness and Education Programme | This is an on-going process |
| | | Project A.2.2.3: Local Authority Awareness and Education Programme | This is on-going process |

| | | | |
|---|---|---|---|
| **B: Our District Asset** | **B.1: Coastal Infrastructure and Access** | Project B 1.1.1:<br>Formal letter to DEA regarding vehicle access | According to the legislation this is prohibited. Letter was written to DEA with no success |
| | | Project B 1.1.2:<br>Road Asset Management System (RAMS): | This project is in progress |
| | | Project B 1.1.3:<br>Upgrading of existing and creation of new formal beach access points: | This project is in progress |
| | | Project B 1.2.1:<br>Achievement of Blue Flag status for Alkantstrand beach | Achieved |
| | | Project B 1.2.2:<br>Achievement of Blue Flag status for Mtunzini beach: | In progress |
| | | Project B.1.3.1:<br>Establish hiking trail at Nhlabane | Such initiatives were funded through the Working For The Coast (WFTC) implemented by Ezwmvelo KZN Wildlife. This was executed in accordance with Business Plans and needs of the Coastal working group and are implemented in budget cycles |
| | | Project B.1.3.2:<br>Siyaya Coastal Park infrastructure | The project is in progress |
| | | Project B 1.4.1:<br>Formalise road linkages with iSimangaliso Wetland Park | Not yet implemented |
| | **B.2: Coastal Safety and Security** | Project B.1.1.3<br>(formal beach access points with security, already described in strategic programme B.1) should be taken forward | The provincial coastal management section of DEDTEA should facilitate or play an oversight role in processes of determining coastal access areas |
| **C: Coastal Planning and Development** | **C.1: Coastal Planning** | Project C.1.1.1:<br>Land Use Development Framework for the Coastal Zone | Not yet implemented |
| | | Project C.1.2.1:<br>Identification of coastal protection zone boundaries | Not yet implemented |
| | | Project C.1.3.1:<br>Preparation of Coastal Planning Schemes | Not yet implemented |
| | | Project C.1.4.1:<br>Cost-benefit analysis of mining operations within the coastal zone | Mining Company and Project - RBM, Zulti South<br>Location: seaward of Esikhaleni ,<br>Status - Pre-Feasibility stage. |
| | | Project C.1.4.2:<br>Study of potential mining areas | Not yet implemented |
| | **C.2: Coastal Economic Development** | Project C.2.1.1:<br>Establish tourism enterprises | Not yet implemented |
| | **C.3: Coastal Poverty** | Project C.3.1.1:<br>Working for the coast | Not yet implemented |

| | | | |
|---|---|---|---|
| | **Alleviation** | Project C.3.1.2: Nhlabane visitor facilities upgrade | In progress |
| **D: Natural Resource Management** | **D.1: Coastal Conservation and Protection** | Project D.1.1.1: Formalisation of conservation areas | This will be done in collaboration with Ezemvelo KZN Wildlife |
| | | Project D.1.2.1: Estuarine Management Plans for three estuaries | Business Plans must be prepared to source external funding. |
| **E: Pollution Control and Waste Management** | **E.1: Coastal Pollution Control and Waste Management** | Project E.1.1.1: Quarterly beach clean up | On-going process, next clean-up to be conducted on July 2014 |
| | | Project E.1.2.1: Infrastructure Forum: | Not yet implemented |
| | **E.2 Coastal Disaster Management** | Project E.2.1.1: Integrate coastal issues into disaster planning | Not yet implemented |
| | | Project E.2.2.1: Climate change impact study | Not yet implemented |
| | | Project E.2.2.2: Coastal erosion management plan | Not yet implemented |
| | | Project E.2.2.2: Development of set-back lines | Not yet implemented |

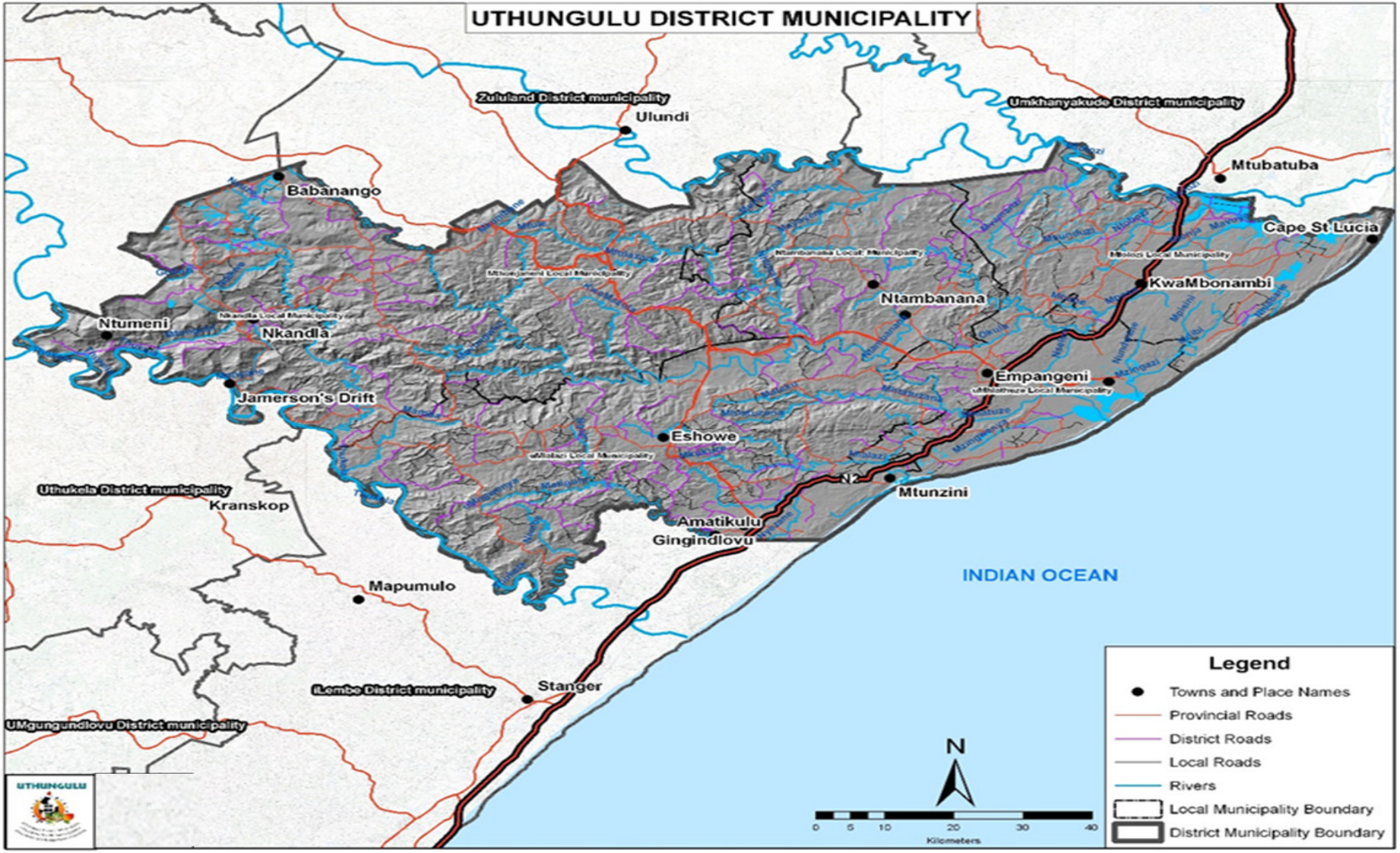
| PROGRAMMES SUPPORTED BY UTHUNGULU DISTRICT MUNICIPALITY | | | |
|---|---|---|---|
| **LOCAL MUNICIPALITY** | **PROJECT** | **GRANT** | **PROGRESS** |
| uMfolozi | Invasive Alien Plant Clearing | R43 000 | In progress |
| uMlalazi | Eco-Tourism Mtunzini Beach Development | R50 000 | In completion stage |

## C1.11.7 TOPOGRAPHY

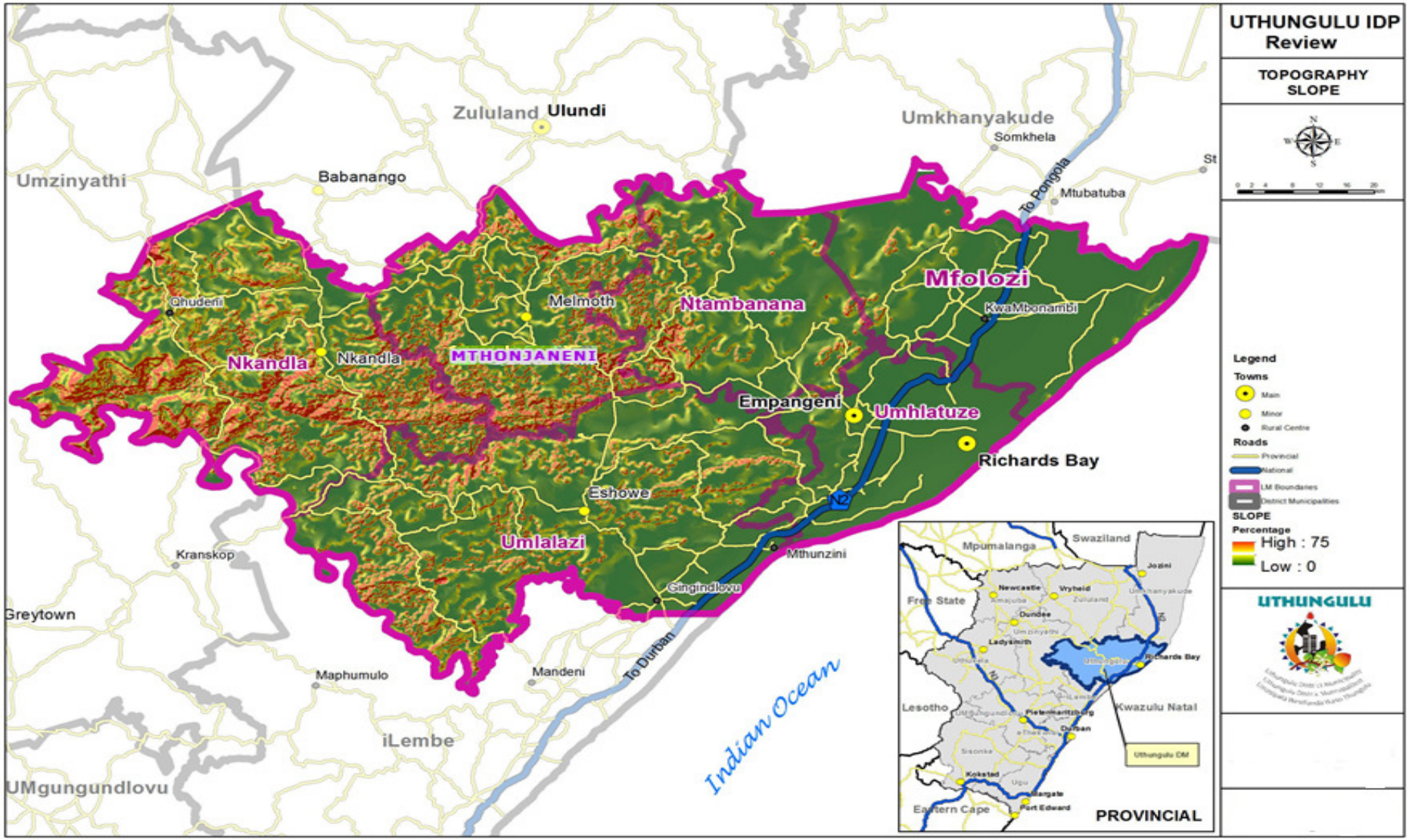
The topographic features of uThungulu are multi-faceted. The flat coastal region comprises of the Natal Coastal Belt and Zululand Coastal Plain with altitudes ranging from sea level to 450 metres. Inland adjacent to the coastal belt, the Lowveld of Zululand to the north east and the Eshowe Block to the west are characterized by hilly topography with altitudes increasing to 900 metres. The terrain becomes more extreme towards the north west. In places, the area characterized by steeply incised valleys with altitudes between 900 and 1 400 metres. The Valley of the Tugela River bounds the district on the west.

Coastal belt areas include sand stone, shale and mudstones, whose soils have a high agricultural potential. Low potential soils occur along the Tugela River as well as along portions of the Mhlatuze River.

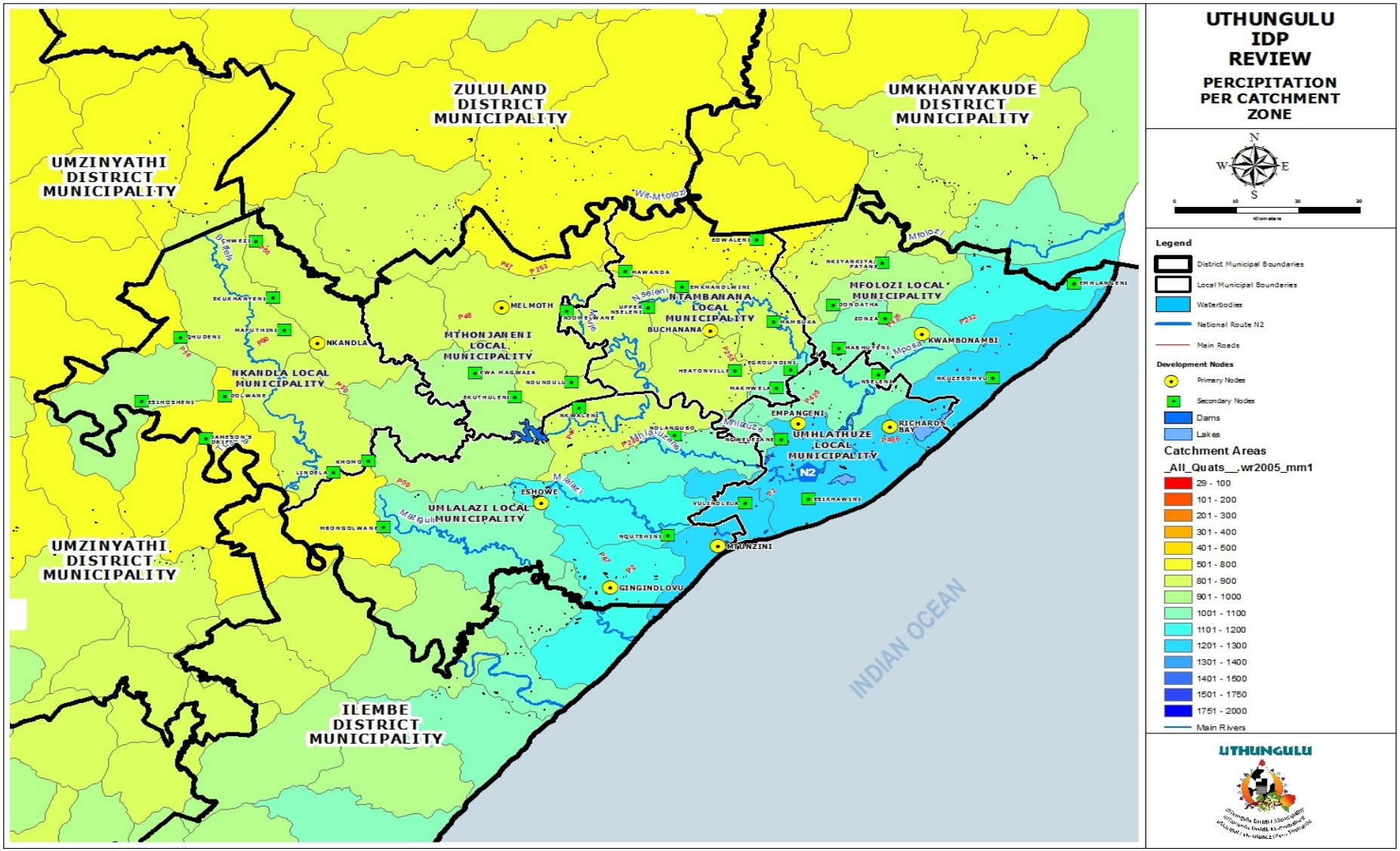
**Map 16: Topography DEM**



**Map 17: Slope Analysis**



**Map 18: Precipitation per Catchment Zone**



## C1.11.8 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

uThungulu District Municipality has embarked on the process to undertake a Strategic Environmental Assessment (SEA) that will serve as an analytical environmental tool assisting the Municipality to assess the existing environmental status quo of the district, provide input into strategies, highlight unsustainable land use practices and provide parameters for environmental decision making in the on-going monitoring of the Integrated Development Plan. The State of the Environment report and the identification of environmental indicators is the first step in this process. In collating all the available information for the District, the Pressure-State- Response Framework has been utilized.

The Pressure-State-Response framework is a simple model which identifies the relationship between human activities (pressure) (such as pollution emissions or land use changes) and the resultant changes in the environment (state) (for example, changes in ambient pollutant levels, habitat diversity, water flows, etc.). Society then responds to changes in pressures or state with environmental and economic policies and programs intended to prevent, reduce or mitigate pressures and/or environmental damage (response).

A summary of the key issues in respect of sustainable development are summarized hereunder:

### THE ATMOSPHERE / AIR POLLUTION

- Air quality capacity in certain areas in the District has been reached and it is highly unlikely that the situation will change (especially in the Richards Bay area).
- Planning for future industrial development needs to consider meteorological conditions, the cumulative effects of adding emissions and the assimilative capacity of the atmosphere for additional air pollution loading when selecting industry type and siting.
- Dust pollution from open cast mining needs to be addressed.
- The burning of waste in the absence of waste services are major air pollution sources in rural areas which need to be addressed.
- Industries in Richards Bay and Empangeni
- Health related problems due to pollutants
- Burning of grassland and sugar cane
- Mining
- Emissions/Polluting Industries within air quality buffer zones.
- Pollution from medical waste.
- Biomass burning.
- Mining operations.
- Transport- related emissions.
- Household fuel combustion.

### STRATEGIES TO ADDRESS CHALLENGES

- uThungulu has commenced with the process of developing an Air Quality Management Plan. A service provider has been appointed.

### LAND AND BIODIVERSITY

- Avoid development in areas with problematic geological conditions (especially areas with hazards such as sink-holes).
- Avoid development in areas with problematic soil conditions, or propose alleviating measures.
- Promote good farming practices and avoid development that will greatly increase the erosion of susceptible soils (e.g. dispersive soils).
- Development on slopes steeper than 1:4 should be avoided.
- Proper storm water management should be advocated.
- Subsistence farming in wetlands.
- Deforestation (clearance of medicinal plants for building material, etc).
- Over- harvesting by hunters and angler (including small wild birds and eggs by villagers).
- Alien species invasion, and sometimes animals, especially plants such as Lantana and Chromolaena.
- High development pressures in an environmental sensitive areas.
- Changing weather and climatic patterns transform habitats.
- Soil erosion triggered by agricultural practices (monoculture and overgrazing).
- Sensitive vegetation and watercourses with suitable buffers should be maintained for both the conservation of biodiversity and for their ecological functioning in water quality improvement and flood control.
- Poaching can lead to the extinction of animals.
- Harvesting of plants by communities for medicinal purposes.

### STRATEGIES TO ADDRESS THESE CHALLENGES

- uThungulu has a sector-plan for Biodiversity Protection. uThungulu DM, DAEA and KZN Wildlife to determine realistic objectives for setting aside a portion of different habitat types as formally or informally protected areas or areas where development is restricted.

### FRESHWATER RESOURCES

- Freshwater resources need to be protected.
- The location of water courses (including wetlands) need to be mapped and appropriate buffer zones need to be implemented.
- Need for environmental awareness and education on the importance of freshwater resources.
- Ecological corridors need to be developed to provide strategic linkages between ecological assets.

- The development of ecologically and environmentally sensitive zones to protect these resources.

### WATERCOURSE AND COASTAL LINES/DUNES

- Increasing abstraction from lakes for industrial use.
- Discharge of liquid waste to the rivers by industries.
- Degradation of wetlands through cultivation.
- Decline in water quality for domestic purposes and human consumption.
- Lakes are depleting due to water demands.
- Ground water pollution and contamination from fertilizers, industrial spillages and run off.
- Settlement developments within flood lines.
- Saline intrusion along the coastal aquifer/ shore line.
- Extortion of water due to climate change.
- Excessive Heavy Metal Mining along the coast and off shore
- Impact of household sewerage on the coast.
- Unregulated coastal development and its impact
- Coastal floodplain area becoming clayey loam to the west with a high erodibility potential.
- Clearance of coastal vegetation
- Land based activities that affect the marine
- Inappropriate use of estuaries
- Beach erosion.
- Commercial activities with industrial development and the port along the coastline.
- Industrial effluent pipelines contribute to marine pollution.

### STRATEGIES TO ADDRESS CHALLENGES

- The District Coastal Working Group forum (which is discussing all coastal related issues) is functional.
- Training for municipalities on methods to quantify Greenhouse gas emissions has been conducted by DEA together with DAEA.
- uThungulu has Integrated Coastal Management Plan that addresses all coastal challenges within the District
- Climate change education and awareness programmes were extended to Amakhosi especially for the areas along the coast.
- Awareness campaigns and education in line with calendar days has been conducted with municipalities to capacitate on the importance of environmental protection.

### MARINE AND COASTAL SYSTEM RESOURCES

- Development along the coastal zone needs to be planned and implemented in a sustainable manner.

- Future development need to take into consideration the potential impacts from climate change – specifically sea level rise and saline intrusion into aquifers.

- **SOCIO-ECONOMIC ENVIRONMENT**
  - Negative impacts on residential areas and open space systems should be avoided or mitigated by choosing the best possible location for new transport networks or facilities.
  - Promote traffic flow and safety and minimize vehicle-pedestrian conflict in the design of traffic and pedestrian routes.
  - Promote the provision of adequate pathways and facilities in cases where large numbers of pedestrians or cyclists use road verges and eroding of muddy paths, or gather at shops or bus-stops.
  - Place more emphasis on the accessibility of facilities to pedestrians, adequate public transport, etc.
  - Regional Transfer stations are to be addressed with regards to coordination between the Local Municipalities.
  - Emphasis must not be placed solely on efficient management of waste products but also on pollution prevention and waste minimization.
  - Medical Waste generated in rural areas may be problematic. Quantities of such waste, its collection, treatment and disposal are unknown.
  - Illegal dumping needs to be addressed.
  - Ensure the adequate protection or significant cultural resources.
  - Formulate guidelines or propose measures to counter threats of cultural resources, such as listing and mapping cultural resources, demarcating historic areas and to control development that can threaten cultural resources.

### C1.11.9 CLIMATE CHANGE

The climatic conditions of the district are very diverse due to the topography, which plays a major role in modifying rainfall and temperature. Mean annual rainfall decreases from an average 1200 - 1400mm along the coastal region to an average of 650mm inland. Similarly mean annual temperatures decrease varies from 21 degrees Celsius along the coast to 16 degrees Celsius inland.

The western portion of the study area lies within the Thukela catchments. The steepness and highly dissected nature of the topography result in small fast flowing watercourses, many of which are seasonal. The remainder of the study area lies within a large primary catchment with major rivers that run through it, namely:

| | |
|---|---|
| Amatigulu River | Mhlatuze River |
| uMlalazi River | Mfule River |
| Nyalazi River | Mzingwenya River |

The area also has a number of wetlands, the most notable being Lake Cubhu and the Greater Mhlatuze Wetland System to the south of Richards Bay at Esikhaleni. The Phobane Dam on the Mhlatuze River is the only major dam in the area. This dam is used to regulate the flow in the lower reaches of the Mhlatuze River in order to ensure adequate flow to supply agricultural irrigation needs (sugarcane, citrus and cotton are the major crops in the area), industrial requirements (Richards Bay, Empangeni and the recently commenced Ticor Heavy Mineral mining operations at Hillendale) as well as for domestic needs.

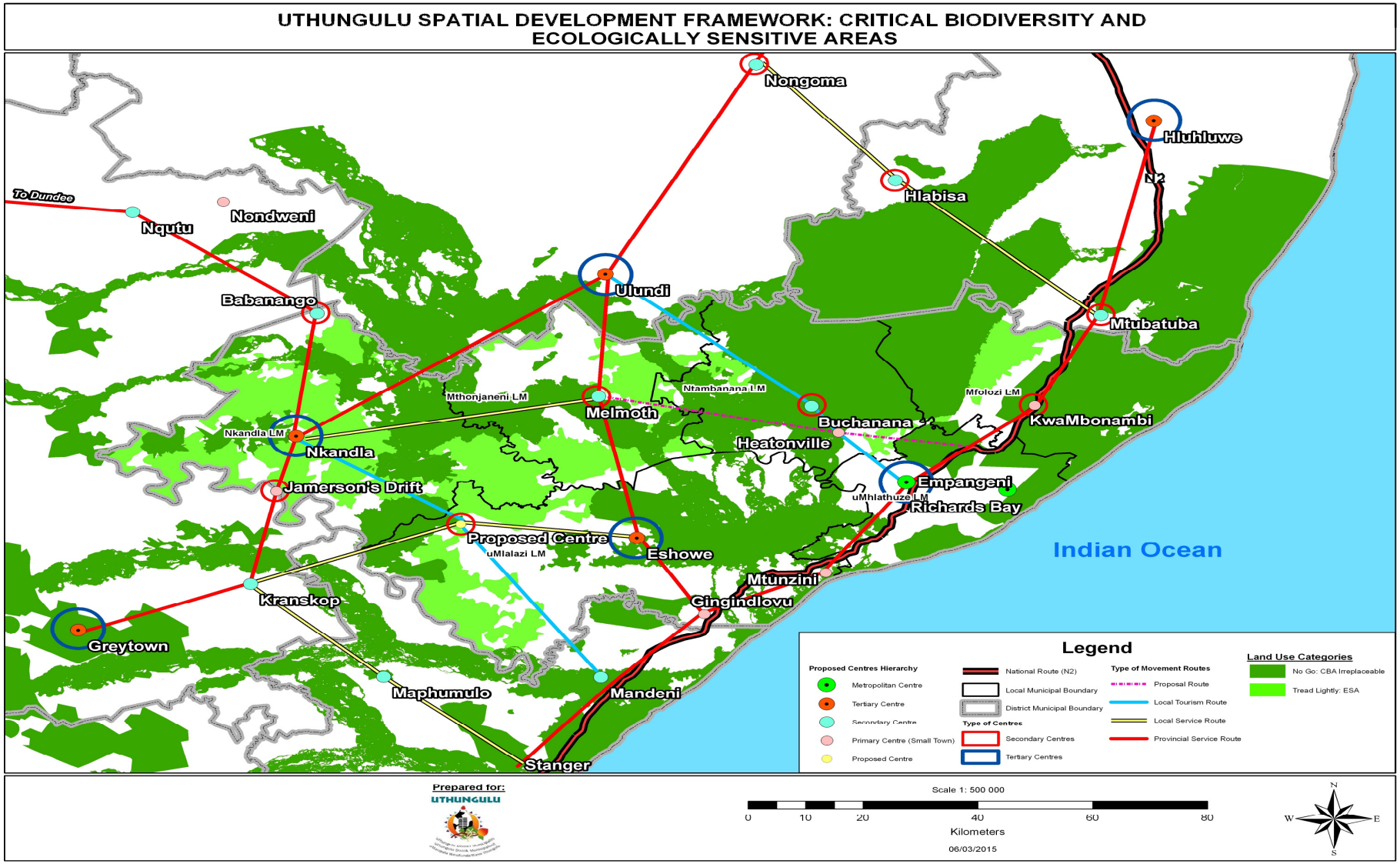
The Warsaw Climate Change Conference took place from 11-23 November 2013 in Poland. It included the 19th session of the Conference of the Parties (COP 19) to the UN Framework Convention on Climate Change (UNFCCC). The conference drew over 8,300 participants, including 4,022 government officials, 3,695 representatives of UN bodies and agencies, intergovernmental organizations and civil society organizations, and 658 members of the media.

uThungulu District Municipality is addressing climate change with the following adaptation and mitigation measures:

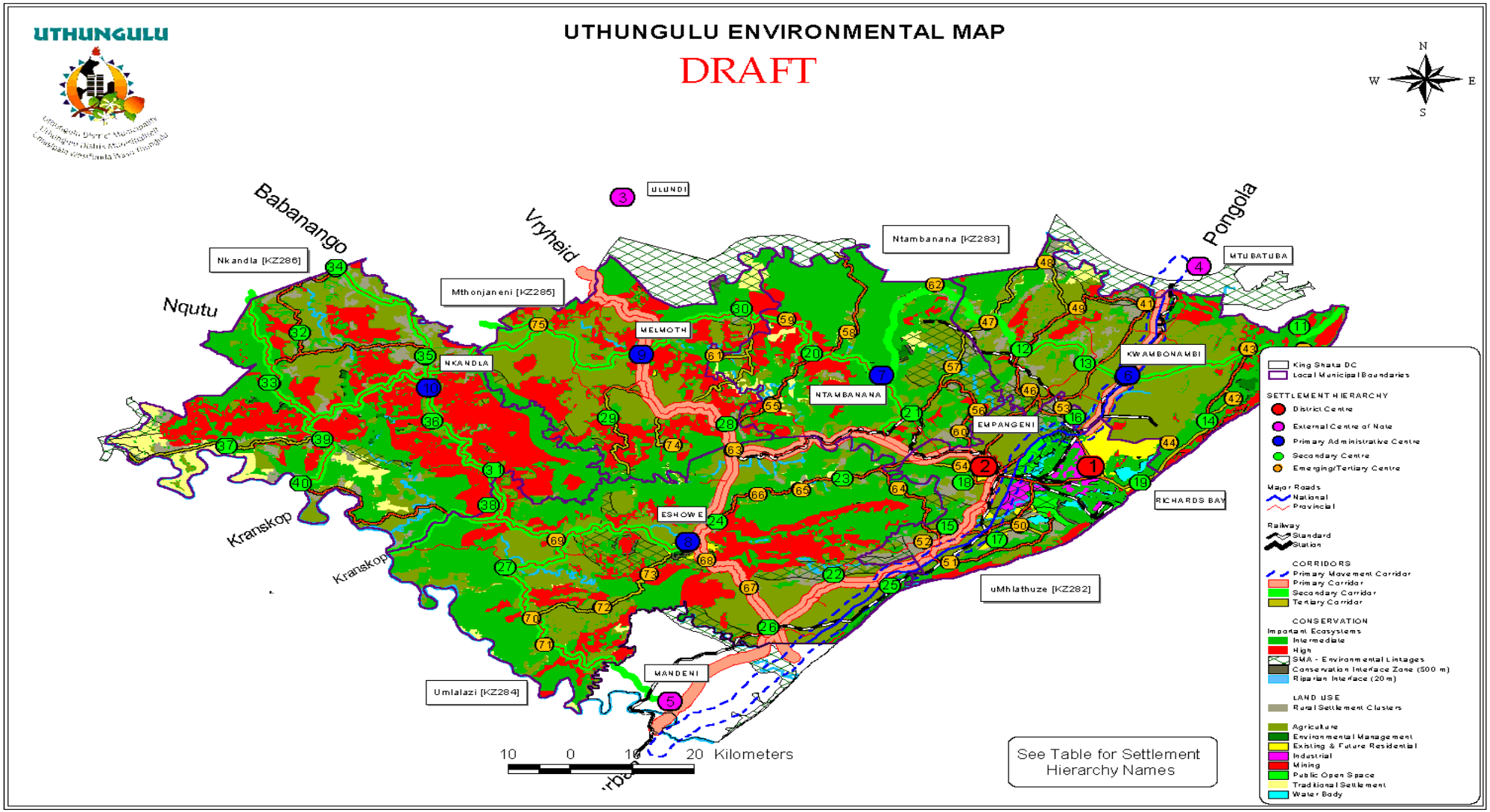
- **ADAPTATION MEASURES:**
  - An uThungulu District Round Table discussion was held between Kwanaloga and uThungulu Family of Municipalities on 16 February 2011 at uThungulu Municipal Offices to discuss the recommendations and implementation measures as a result of the Kwanaloga Summit on Rural Development & Climate Change.
  - Climate Change issues will be addressed by during the Review of the following Sector Plans of uThungulu IDP:
    - Review of uThungulu Agricultural Development Plan;
    - Review of uThungulu Coastal Management Programme;
    - Current review of uThungulu Spatial Development Framework;
    - Proposed Preparation of the State of the Environment Report (SOR) as part of the current uThungulu Strategic Environmental Assessment (SEA);
    - Review of uThungulu Disaster Management Plan;
  - Climate Change is a standing item on the agenda of uThungulu Coastal Working Group.

- **MITIGATION MEASURES:**
  - With the assistance of the KZN Department of Transport, an Integrated Rapid Public Transport Network (IRPTN) Plan is currently being prepared to ensure the effective and efficient functioning of public transport within uThungulu district. By promoting public transport the carbon footprint of uThungulu district will be reduced.
  - When the Energy Sector Plan will be reviewed, climate change mitigation measures will be consider

**Map 19: Critical Biodiversity and Ecologically Sensitive Areas**



**Map 20: uThungulu Environmental Map**



## C1.12 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

### STRENGTH/ OPPORTUNITIES

- The towns have comparatively good levels of infrastructure and services.
- The coastal topography and the N2 have added to improved urban access along the eastern portions of uThungulu District.
- Richards Bay, has been identified as a provincial Secondary Node in the PGDS and thus an urban center with good existing economic development and the potential for growth and services to the regional economy.
- Richards Bay, as a harbor and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district.
- Eshowe, Nkandla, Melmoth and Buchanana are identified as quaternary nodes. These nodes are mainly centers which should provide service to the sub-regional economy and community needs. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas are supported by the Province.
- Empangeni's role as an industrial, commercial and service center to the settlements of Esikhaleni, Eshowe, Nkandla, Ntambanana and other rural settlements attracts many people to the range of higher order services available in the town.
- A good climate that opens up avenues for productive agricultural and tourism development
- Agriculture with irrigation infrastructure in place
- A scenic environment and the coastal terrain thus creating more opportunities for tourism development
- The district's location within KwaZulu-Natal that is reputable for its African Experience.
- UDM Area has large tracts of Biodiversity 1 and 3 designated areas with a large number of protected and environmentally sensitive areas.

### WEAKNESS/THREATS

- The social needs of people in uThungulu along the southern coastal areas of uMhlathuze, the southern portions of uMlalazi abutting the Tugela River and extensive portions of Nkandla are considered to be high.
- Urban accessibility is a limiting factor in the western portions of the Nkandla Municipality in particular. Urban accessibility generally improves in an easterly direction towards the coast.
- The Southern and western parts of the Municipal area are mountainous with slopes of 1:3 and steeper. The slopes decrease (become less steep) towards the eastern sector of the Municipal Area
- Large inequality exists in the levels of development through the Municipal area between the rural and urban environments

- Low potential soils occur along the Tugela River as well as along portions of the Mhlatuze River
- Air quality capacity in certain areas in the District has been reached and it is highly unlikely that the situation will change (especially in the Richards Bay area)
- Dust pollution from open cast mining needs to be addressed.
- The burning of waste in the absence of waste services are major air pollution sources in rural areas which need to be addressed.

## C1.13 DISASTER MANAGEMENT

### C1.13.1 VISION & MISSION: DISASTER RISK MANAGEMENT

Aligned with the National approach to disaster risk management, uThungulu District acknowledges that disaster risk management is *'everybody's business'* in the district and not only limited to government or government officials. The public and private sectors must work together to build a resilient district.

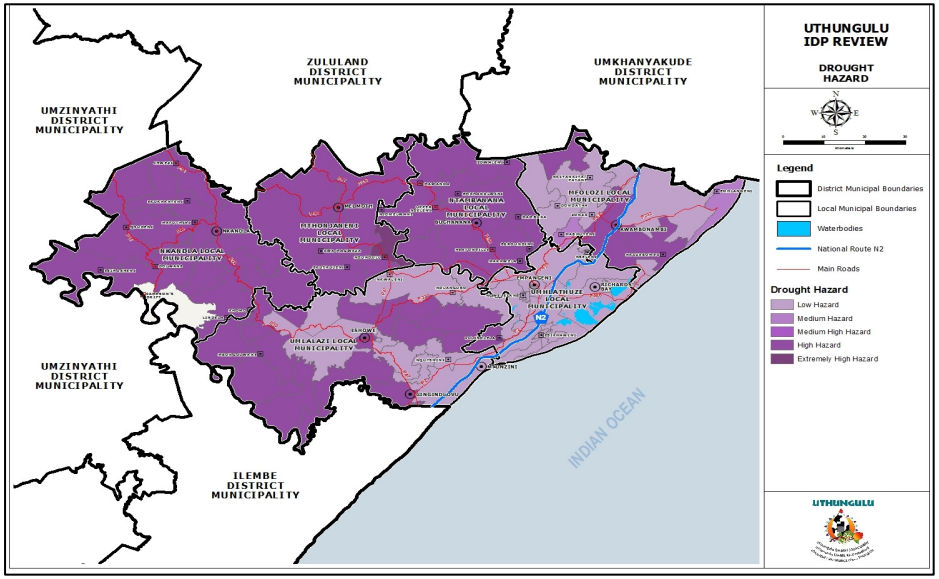
#### VISION FOR DISASTER RISK MANAGEMENT

uThungulu District Municipality's vision is to ensure a safe and healthy environment, socially and economically, by building informed and resilient towns and communities in uThungulu District Municipality.

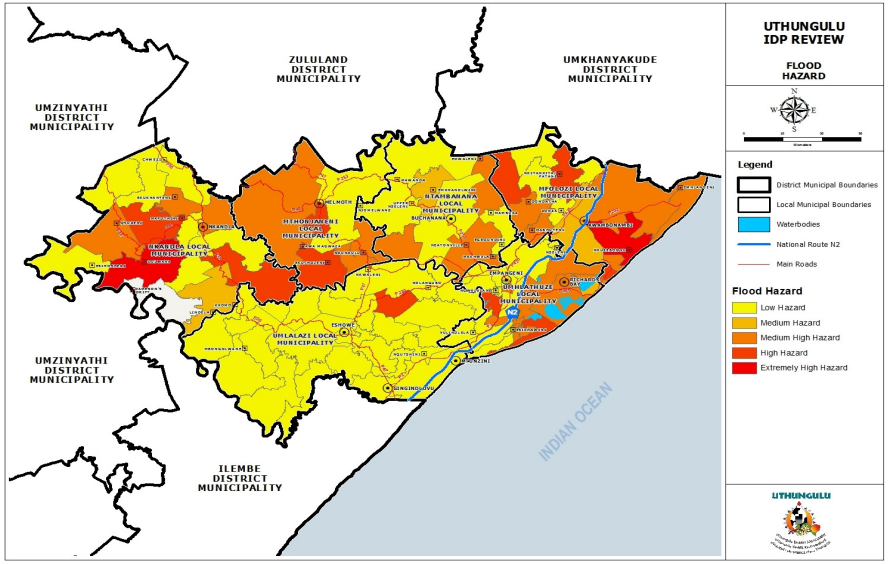
#### MISSION STATEMENT FOR DISASTER RISK MANAGEMENT

uThungulu District Municipality's mission is to develop and implement holistic and integrated planning and practice in a cost-effective and participatory manner to reduce vulnerabilities and build resilient communities through sustainable development and service delivery.

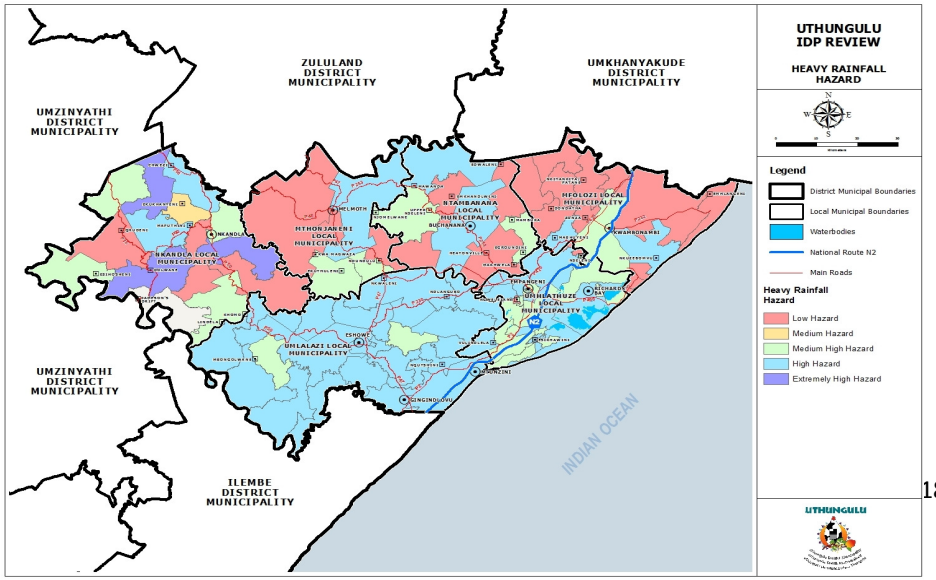
## Map 21: Drought Risk



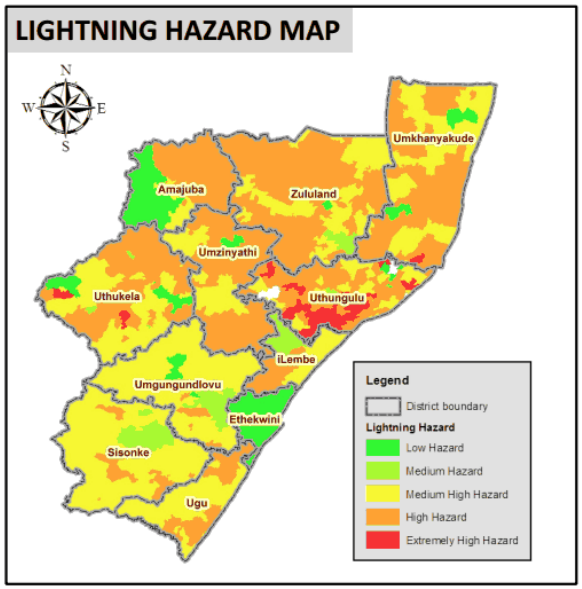

## Map 22: Flood Risk



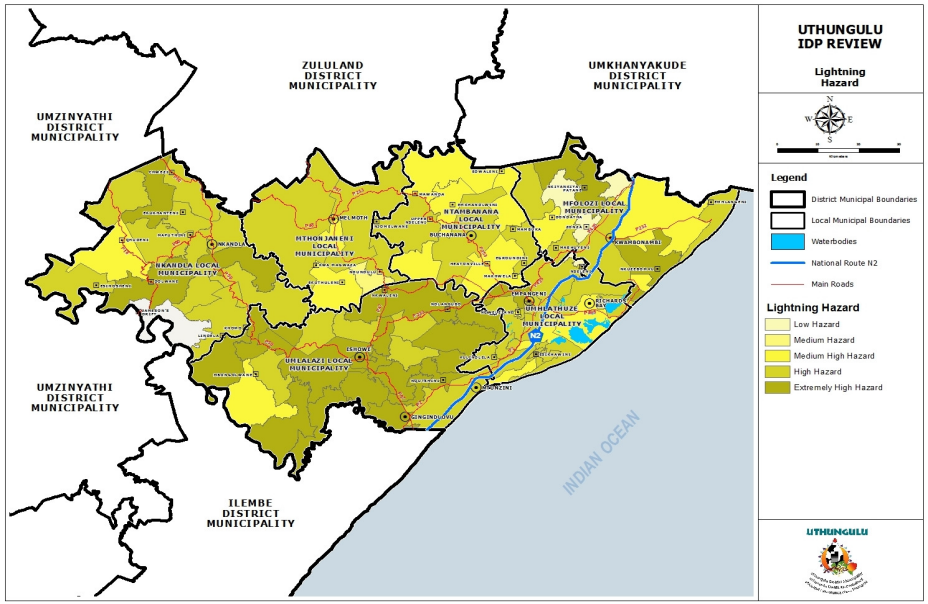

## Map 23: Heavy Rainfall



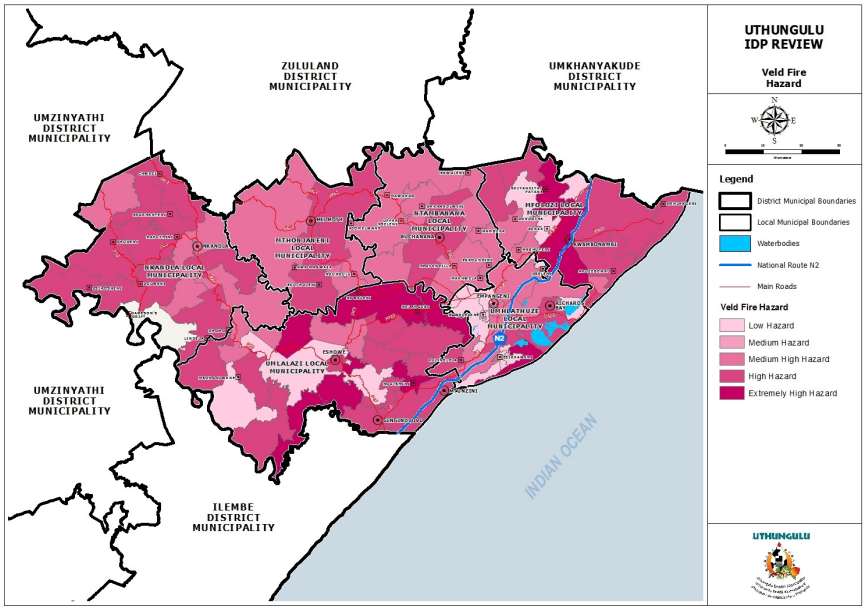

## Map 24: Lightening Hazard



## Map 25: Lightening Risk

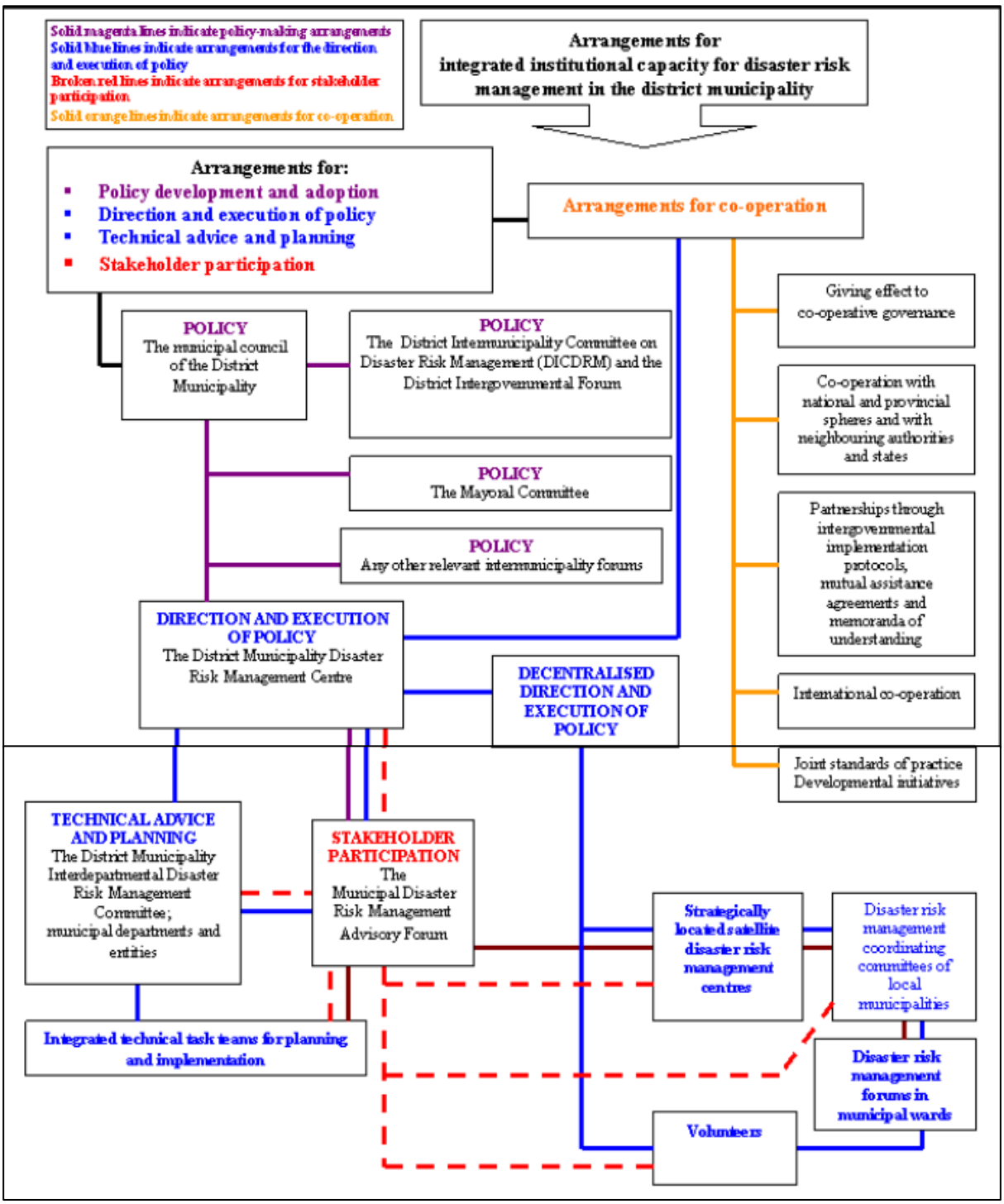



## Map 26: Veld Fire



## C1.13.2 MUNICIPAL INSTITUTIONAL CAPACITY

**Graph 6: Municipal Institutional Capacity**




The head of uThungulu Municipal Disaster Risk Management Centre is responsible for the exercise by the centre of its powers and the performance of its duties. In this regard, the head takes all the decisions of the centre, except decisions taken by another person as a result of a delegation by the head of the centre.

The head of the centre performs the functions of office:

- in accordance with the NDMF and the key responsibilities prescribed in the NDMF;
- in accordance with the Disaster Risk Management policy framework of the KZN Province;
- in accordance with the Disaster Risk Management policy framework (2011) of uThungulu District Municipality;
- subject to the municipal council's IDP and other directions of the council; and
- in accordance with the administrative instructions of the municipal manager.

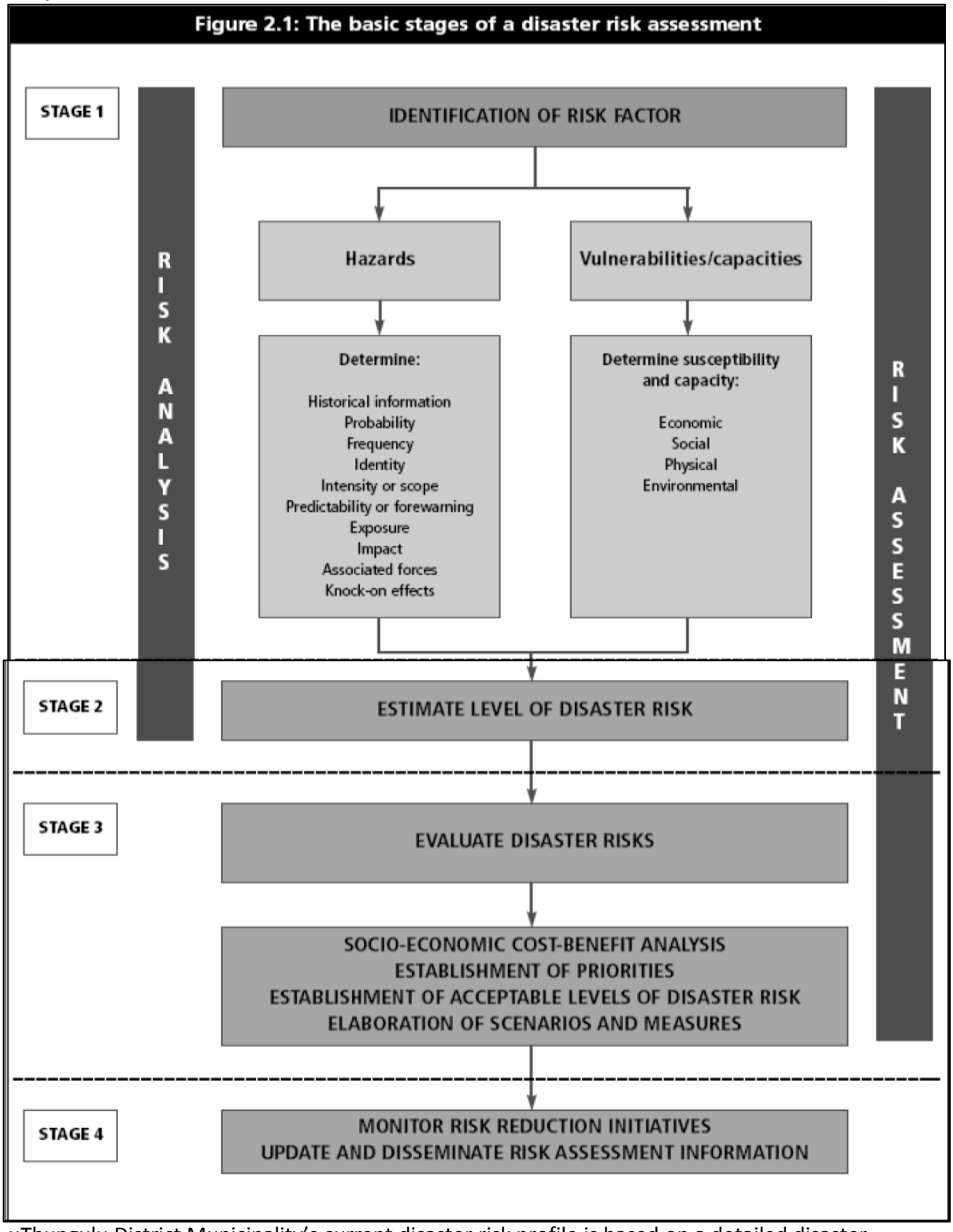
The following is a proposed structure for the DMC: The DMC requires approximately 8 full-time staff members. These staff members will have different roles and responsibilities within the DMC, and will therefore have specific skills. Some of the required staff members include:

- 4 x Disaster Management focused officials, including the centre manager, senior DMC staff and DM officers;
- 1 x General Support staff;
- 1 x Administrative personnel, including a receptionist/administrative assistant; and
- 1 x Cleaning and Maintenance, who will be responsible to maintain and clean the DMC facilities as well as the site surrounding the DMC.

IT and GIS Specialist support to be provided by the municipal IT and GIS functions.
The above stated staff requirements should serve as a guide, however, an analysis will be done to determine the staff requirements within the DMC, as well as develop detailed job descriptions, required skills and key performance indicators for each position within the DMC.

## C1.13.3 RISK ASSESSMENT

**Graph 7: Risk Assessment**




uThungulu District Municipality's current disaster risk profile is based on a detailed disaster risk assessment process conducted in 2012.

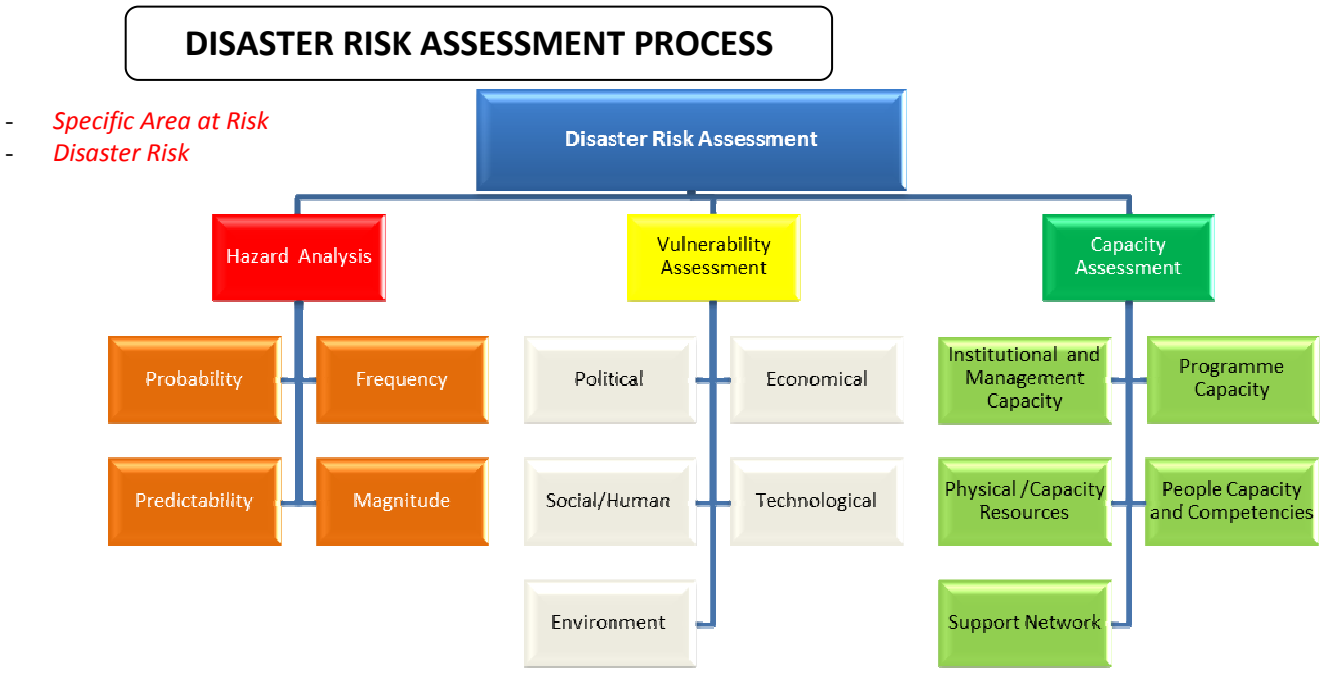
To develop a ward based risk profile, the disaster centre had to mainstream disaster management in different stakeholders that are instrumental in community development. Furthermore the centre had to solicit support and cooperation from stakeholders with regards to disaster risk assessment process (Data Collection).

The intention is to develop a ward based risk profile thus the disaster management centres liaise with the war room for the undertaking of the risk assessment.

The rational of utilising war room is that;

- War Room is an Organized Structure.
- Diversity of Stakeholders (multi-sectoral and multidisciplinary)
- Provides Credible and Updated Data
- Mainstreaming Disaster Management
- Designing and implementation of Disaster Management Programmes.
- Monitoring and Evaluation of disaster management programmes

**Graph 8: Disaster Risk Assessment Process**



**Graph 9: Disaster Risks**

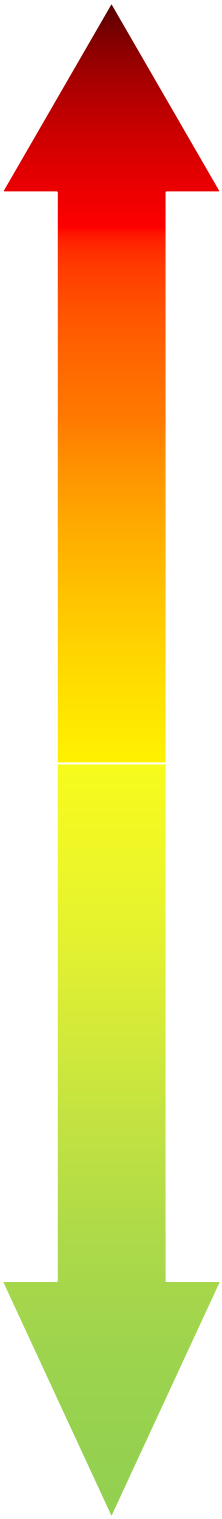
| HAZARD NAME | RELATIVE PRIORITY |
|---|---|
| Hydro-meteorological Hazards- Severe Storms(Wind, Hail, Snow, Lightning, Fog) | HIGHER PRIORITY |
| Disease/Health – Dieses: Human (HIV/AIDS & TB) |  |
| Disease/Health – Dieses: Human (Other Disease) | |
| Fire Hazards- Veld/Forest Fires | |
| Hydro-meteorological Hazards- Floods (River, Urban & Dam Failure) | |
| Hydro-meteorological - Drought | |
| Civil Unrest- Demonstrations/Riots | |
| Hazardous Material- Hazmat: Fire/ Explosion (Storage & Transportation | |
| Hazardous Material- Hazmat: Spill/ Release (Storage & Transportation) | |
| Civil Unrest - Crime | |
| Transport Hazards- Road Transportation | |
| Pollution – Water Pollution (Fresh & Sea) | |
| Infrastructure Failure/Service Delivery Failure- Water | |
| Oceanographic- Storm Surge | |
| Infrastructure Failure/ Service Delivery Failure- Sanitation | |
| Hydro-meteorological Hazards- Extreme Temperatures | |
| Infrastructure Failure/Service Delivery Failure- Electrical | |
| Geological Hazards- Earthquakes | |
| Civil Unrest- Xenophobic Violence | |
| Fire Hazards-Formal & Informal Settlements/ Urban Area | |
| Geological Hazards- Landlines/Mud flows | |
| Disease / Health- Disease: Animal | |
| Geological Hazards- Rock fall | |
| Transport Hazards- Rail Transportation | |
| Pollution- Air Pollution | |
| Environmental Degradation- Erosion | |
| Infrastructure Failure/Service Delivery Failure- Transport | |
| Disease / Health- Disease: Plants | |
| Major Event Hazards (Cultural, Religious, Political, Recreation, Commercial, Sport) | |
| Transport Hazards- Water Transportation | |
| Environmental Degradation- Land Degradation | |
| Environmental Degradation- Loss of Biodiversity | |
| Infrastructure Failure/Service Delivery Failure- Gas | |
| Civil Unrest- Terrorism | |
| Oceanographic- Tsunami | |
| Structural Failure- Building Failure | |
| Geological Hazards- Subsidence | |
| Civil Unrest- Refugees/Displaced People | |
| Civil Unrest- Armed Conflict (Civil or Political) | |
| Infestation- Insect Infestation | |
| Transport Hazards- Air Transportation | |
| Pollution- Land Pollution | |
| Infestation- Animal Infestation/ Over Population | |
| Hydro-meteorological Hazards- Desertification | |
| Structural Failure- Dam Failure | |
| Environmental Degradation- Deforestation | |
| Infrastructure Failure/Service Delivery Failure- Information Technology | |
| Infestation- Plant Infestation (Intruder Plants) | |
| Structural Failure- Bridge Failure | |
| Infestation- Algal Bloom (Red Tide) | |
| Oceanographic- Sea Level Rise ( Climate Change) | LOWER PRIORITY |

**Table 21: Prioritized Risk per Municipality**

| UMFOLOZI LM | NTAMBANANA LM |
|---|---|
| • Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)<br>• Disease / Health - Disease: Human (HIV/AIDS & TB)<br>• Disease / Health - Disease: Human (Other Disease)<br>• Fire Hazards - Veld/Forest Fires | • Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)<br>• Disease / Health - Disease: Human (HIV/AIDS & TB)<br>• Disease / Health - Disease: Human (Other Disease)<br>• Fire Hazards - Veld/Forest Fires |
| • Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)<br>• Hydro-meteorological - Drought<br>• Infrastructure Failure / Service Delivery Failure - Sanitation<br>• Civil Unrest - Crime | • Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)<br>• Hydro-meteorological - Drought<br>• Pollution - Water Pollution (Fresh and Sea)<br>• Civil Unrest – Crime |
| • Infrastructure Failure / Service Delivery Failure - Water<br>• Transport Hazards - Road Transportation | • Hazardous Material - Hazmat: Fire/Explosion (Storage & Transportation)<br>• Hazardous Material - Hazmat: Spill/Release (Storage & Transportation) |
| **UMHLATHUZE LM** | **UMLALAZI LM** |
| • Disease / Health - Disease: Human (HIV/AIDS & TB<br>• Disease / Health - Disease: Human (Other Disease)<br>• Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)<br>• Fire Hazards - Veld/Forest Fires<br>• Civil Unrest - Demonstrations / Riots | • Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)<br>• Disease / Health - Disease: Human (HIV/AIDS & TB)<br>• Fire Hazards - Veld/Forest Fires<br>• Disease / Health - Disease: Human (Other Disease) |
| • Hazardous Material - Hazmat:<br>• Hazardous Material - Hazmat: Spill/Release (Storage & Transportation)<br>• Oceanographic - Storm Surge<br>• Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure) | • Fire/Explosion (Storage & Transportation) Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)<br>• Hydro-meteorological - Drought<br>• Civil Unrest - Crime<br>• Oceanographic - Storm Surge |
| • Civil Unrest - Xenophobic Violence<br>• Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog) | • Transport Hazards - Road Transportation<br>• Geological Hazards - Landslides/Mud flows |
| **NKANDLA LM** | **MTHONJANENI LM** |
| • Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)<br>• Disease / Health - Disease: Human (Other Disease)<br>• Disease / Health - Disease: Human (HIV/AIDS & TB)<br>• Fire Hazards - Veld/Forest Fires | • Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)<br>• Disease / Health - Disease: Human (HIV/AIDS & TB)<br>• Disease / Health - Disease: Human (Other Disease)<br>• Fire Hazards - Veld/Forest Fires |
| • Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)<br>• Hydro-meteorological - Drought<br>• Civil Unrest - Crime<br>• Infrastructure Failure / Service Delivery Failure - Water | • Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)<br>• Hydro-meteorological - Drought<br>• Hydro-meteorological Hazards - Extreme Temperatures<br>• Civil Unrest - Crime |
| • Transport Hazards - Road Transportation<br>• Infrastructure Failure / Service Delivery Failure - Electrical | • Infrastructure Failure / Service Delivery Failure - Water<br>• Transport Hazards - Road Transportation |

## C1.13.4 RISK REDUCTION & PREVENTION

**Table 22: Logical Framework for Disaster Risk Reduction Recommendations**

| LOGICAL FRAMEWORK FOR DISASTER RISK REDUCTION RECOMMENDATIONS PER MAIN HAZARD CATEGORY- STRATEGIC OBJECTIVE: ENSURING THAT DISASTER RISK ARE REDUCED THROUGH PREVENTION, MITIGATION AND EFFECTIVE RESPONSE AND RECOVERY | | | |
|---|---|---|---|
| **RISK:** | **KPIS: MEASURABLE PERFORMANCE TARGETS** | **MEANS** | **MAIN RESPONSIBLE DEPARTMENT / STAKEHOLDER RESPONSIBLE IN THE MUNICIPALITY** |
| **Fires** | Residential related fires. Awareness programmes | Awareness communication materials (pamphlets/calendars), Media campaigns | DISASTER MANAGEMENT CENTRE & FIRE SERVICES |
| | Veld fires. Awareness programme in and around open spaces, fire breaks administered | Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Fire breaks | DISASTER MANAGEMENT CENTRE & FIRE SERVICES |
| | Early fire risk predictions. Early warning of high fire risk places & times, based on weather and vegetation/field condition | Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal. | DISASTER MANAGEMENT CENTRE & FIRE SERVICES |
| **Industrial (including mining) fires / explosions / spillage / accidents** | Survey of industries (for fire and hazardous materials risks); associated updating of hazard severity map; Compilation of hazardous materials register /database, indicating the location and contents of facilities spatially and in database format; Stakeholder meetings to confirm and refine the findings. Integrated register/database | Database design, development and population; Exact information, locality and hazardous materials known. Ensure industries have emergency and evacuation plans in place | DISASTER MANAGEMENT CENTRE |
| **Epidemics (Human & Animal)** | Epidemic statistic tracking and warnings. Early warning of possible epidemics in specific areas | Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal. | DISASTER MANAGEMENT CENTRE |
| | Ensure potable water supply delivery to all settlements, even informal settlements if possible. Water supply delivery programmes in areas where population density is high but water supply not available | Budget allocation for water piping & supply projects | ENGINEERING & MAINTENANCE |
| | Immunisation programmes. | List of areas and places immunised | PUBLIC HEALTH |
| | Logging system and monitoring of communicable diseases on a daily basis at clinics and hospitals, on a central database. Communicable diseases report including graphs | Database of communicable diseases updated weekly/monthly; monthly digital reports presented to DMC | PUBLIC HEALTH |

| LOGICAL FRAMEWORK FOR DISASTER RISK REDUCTION RECOMMENDATIONS PER MAIN HAZARD CATEGORY-STRATEGIC OBJECTIVE: ENSURING THAT DISASTER RISK ARE REDUCED THROUGH PREVENTION, MITIGATION AND EFFECTIVE RESPONSE AND RECOVERY | | | |
|---|---|---|---|
| **RISK:** | **KPIS: MEASURABLE PERFORMANCE TARGETS** | **MEANS** | **MAIN RESPONSIBLE DEPARTMENT / STAKEHOLDER RESPONSIBLE IN THE MUNICIPALITY** |
| Infrastructure failure: Power, sanitation, water & other key services | Co-ordination between water, electricity and sanitation services to identify cross-impacts and severity of impacts. Quarterly task group meetings | Co-ordination and integrated planning | ENGINEERING & MAINTENANCE |
| Surface water/land pollution | Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place | Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal. | DISASTER MANAGEMENT CENTRE |
| | Industry, Mining and Private individuals compliance to pollution control requirements. Quarterly/yearly reports; Possible polluter-pays measures, Environmental education of public | List of pollution-control required industries/mines, waste sites etc, specific license requirements; database of industries/mines checked for reporting and compliance quarterly/annually; list of public education initiatives | ENVIRONMENTAL HEALTH |
| | Agricultural awareness. Awareness programmes with farmers with regard to pesticides, herbicides etc. control | Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal. | DISASTER MANAGEMENT CENTRE |
| Air pollution: industrial | Monitor industrial related air pollution, in areas where applicable. Quarterly/yearly reports; Bylaws; license requirements; Possible polluter-pays measures | Industries providing proof of prevention/mitigation measures | DISASTER MANAGEMENT CENTRE |
| Air pollution: informal settlements | Awareness and subsequent minimisation of air pollution in communities that utilise fuel for heat and cooking, instead of electricity. Awareness programmes in informal | Pamphlets and public meetings where community leaders urge community to utilise electricity rather than | DISASTER MANAGEMENT CENTRE |

| | | | |
|---|---|---|---|
| | settlements | fires, where possible | |
| Transport: rail, road, hazmat | Road maintenance. Road maintenance projects | Budget allocation for road maintenance and upgrade projects | ENGINEERING & MAINTENANCE |
| | Railway maintenance. Railway maintenance projects | Budget allocation for railway maintenance and upgrade projects | SPOORNET & TRANSNET |
| | Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place | Warnings via television, radio, newspapers, verbal. | DISASTER MANAGEMENT CENTRE |

| **LOGICAL FRAMEWORK FOR DISASTER RISK REDUCTION RECOMMENDATIONS PER MAIN HAZARD CATEGORY-STRATEGIC OBJECTIVE: ENSURING THAT DISASTER RISK ARE REDUCED THROUGH PREVENTION, MITIGATION AND EFFECTIVE RESPONSE AND RECOVERY** | | | |
|---|---|---|---|
| **RISK:** | **KPIS: MEASURABLE PERFORMANCE TARGETS** | **MEANS** | **MAIN RESPONSIBLE DEPARTMENT / STAKEHOLDER RESPONSIBLE IN THE MUNICIPALITY** |
| Transport: rail, road, hazmat | Hazmat transport inspections on road. Inspections | List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC | PUBLIC HEALTH & TRAFFIC SERVICES |
| | Transport and container inspections by rail. Inspections | List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC | PUBLIC HEALTH & TRAFFIC SERVICES |
| Transport: air | Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database | Reports submitted to DMC on yearly basis | DISASTER MANAGEMENT CENTRE |
| Major Events | Preparation and planning, and informing communities of events and disaster plans relating to it. Event plans and pamphlets | Plans designed and distributed well beforehand | DISASTER MANAGEMENT CENTRE |
| | Database indicating all possible venues and available evacuation and other plans for that venue | Lists of all venues that could house 250+ persons and associated risks for each, submitted to the DMC and/or Districts/Towns | DISASTER MANAGEMENT CENTRE |
| Drought / water | Alternative dams and/or cross- | Budget and programme | ENGINEERING & |

| | | | |
|---|---|---|---|
| shortage | border water supply negotiations | action plans for specific water supply schemes | MAINTENANCE |
| | Installation of water collection and storage containers in strategic locations | Budget and location identification for containers | ENGINEERING & MAINTENANCE |
| | Installation of collection and storage containers at industries and organisations | Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal. | ENGINEERING & MAINTENANCE |
| | Installation of collection and storage containers at private homes | Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal. | ENGINEERING & MAINTENANCE |
| | Linkages of data to monitor long term weather patterns vs water demand. Change monitored and predictions made | Scenarios indicated and planned for | DISASTER MANAGEMENT CENTRE |
| | Ground water resources. Ground water resources usability known | Ground water quality survey and impact assessment | |
| Civil unrest (including terrorism) | Monitoring system implemented. Database with incidents indicated | Graphs and probability evaluations updated | TRAFFIC SERVICES AND SAPS |
| | Incident database to be set up and maintained. Incident database updated and maintained | Incident database designed, developed and implemented; updated | TRAFFIC SERVICES AND SAPS |
| Floods | Assessment of dam break impacts on existing developments. Dam break flood impacts | Documentation indicating impacts and consequences | ENGINEERING & MAINTENANCE |
| | Develop indicative flood mapping, giving an indication of the 100-year and RMF floodlines along the major watercourses. High frequency and risk of flood events, based on past events | Major impacts on especially informal and low-income settlements | DISASTER MANAGEMENT CENTRE |
| | High water markers and beacons to indicate depth of rivers. Maintenance of beacons, and installation of additional high water markers | Maintaining of beacons; identification of positions for high water level markers; installation of high water markers | ENGINEERING & MAINTENANCE |

| | | | |
|---|---|---|---|
| | Flood hazard assessments for selected watercourses. Hazard assessment studies, reports and associated maps | Budget allocation for the various projects | DISASTER MANAGEMENT CENTRE |
| | Ensuring no development and building in floodline areas. Awareness programmes and law enforcement | Awareness communication materials (pamphlets/calendars), Media campaigns | INTEGRATED DEVELOPMENT PLANNING |
| | Stormwater maintenance. Ongoing stormwater maintenance | Stormwater asset management register and maintenance scheduled and budgeted for | ENGINEERING & MAINTENANCE |
| Storms | Early storm risk predictions based on weather | Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal. | DISASTER MANAGEMENT CENTRE |
| Environmental degradation | Waste site location and management. Integrated waste management plans | Drafting and acceptance of the waste management plans, and spatial data indicating location of all existing and future waste sites | ENVIRONMENTAL HEALTH |
| | Erosion protection, especially where sand and gravel mining is taking place. Stricter environmental controls | Decreased erosion and extraction | ENVIRONMENTAL HEALTH |
| Hazmat transportation | Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place | Warnings via television, radio, newspapers, verbal. | DISASTER MANAGEMENT CENTRE |
| | Hazmat transport inspections on ships. Inspections | List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC | DISASTER MANAGEMENT CENTRE |
| | Transport and container inspections by ship. Inspections | List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC | DISASTER MANAGEMENT CENTRE |
| Extreme temperatures | Early temperature risk predictions based on weather | Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal. | DISASTER MANAGEMENT CENTRE |
| Desertification | Link with Weather Services: Monitoring and studies. Draft | Mainly monitoring | ENVIRONMENTAL HEALTH |

| | | | |
|---|---|---|---|
| | medium-longer term contingency plans for areas at risk | | |
| Plant infestation /overpopulation | Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database | Reports submitted to DMC on yearly basis | ENVIRONMENTAL HEALTH |
| Animal/Insect infestation /overpopulation | Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database | Reports submitted to DMC on yearly basis | ENVIRONMENTAL HEALTH |
| Geological (Earthquake, Landslides, Subsidence, Erosion, Land Degradation) | Detailed Geological Risk Study in areas at possible risk. Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database | Contingency Plans for possible occurrences. Reports submitted to DMC on yearly basis | ENVIRONMENTAL HEALTH |
| Deforestation | Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database | Reports submitted to DMC on yearly basis | ENVIRONMENTAL HEALTH |
| Loss of biodiversity | Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database | Reports submitted to DMC on yearly basis | ENVIRONMENTAL HEALTH |

### C1.13.5 RESPONSE & RECOVERY

In terms of section 55(2) of the Act, the following can immediately be implemented once a local state of disaster has been declared:

a) the release of any available resources of the municipality, including stores, equipment, vehicles and facilities;
b) the release of personnel of the municipality for the rendering of emergency services;
c) the implementation of all or any of the provisions of a municipal disaster management plan that are applicable in the circumstances;
d) the evacuation to temporary shelters of all or part of the population from the disaster-stricken or threatened area if such action is necessary for the preservation of life;
e) the regulation of traffic to, from or within the disaster-stricken or threatened area;
f) the regulation of the movement of persons and goods to, from or within the disaster-stricken or threatened area;
g) the control and occupancy of premises in the disaster-stricken or threatened area;
h) the provision, control or use of temporary emergency accommodation;

i) the suspension or limiting of the sale, dispensing or transportation of alcoholic beverages in the disaster-stricken or threatened area;
j) the maintenance or installation of temporary lines of communication to, from or within the disaster area;
k) the dissemination of information required for dealing with the disaster;
l) emergency procurement procedures;
m) the facilitation of response and post-disaster recovery and rehabilitation; or
n) other steps that may be necessary to prevent an escalation of the disaster, or to alleviate, contain and minimise the effects of the disaster.

In reading section 54 of the act, the above will be pro-actively be implemented by uThungulu District Municipality, as required, depending on the requirements of the incident and availability of resources, irrespective of a local state of disaster has been declared or not.

- **POST DISASTER IMPACT ASSESSMENTS**

  After a disaster the following disaster impact assessment activities will be undertaken, including an impact analysis relating to:

  - Direct and indirect impact on communities;
  - Social impact;
  - Agricultural impact;
  - Infrastructural impact, including critical infrastructure;
  - Environmental impact; and
  - Economic impact.

The assessment will also include an evaluation of the response efforts of the various departments and role-players. The results from the assessment will be used to determine the overall impact of the event on the Municipality, identify gaps in the current disaster contingency plans, and also identify suitable improvements required to increase the resilience of the Municipality to disasters or extreme events.

### C1.13.6 TRAINING & AWARENESS

The Disaster Management Act No. 57 of 2002 and Disaster Management Policy Framework make provision for the recruitment, training and participation of volunteers in disaster risk management in all three spheres of government.

The fundamental role of disaster management volunteers is to amplify disaster management institutional capacity, and in that regard volunteers assist the Disaster Management Centre to effectively perform it duties i.e. disaster risk assessment, disaster risk reduction and disaster response and recovery.

There are three categories of disaster management volunteers provided for by the disaster management legislation and policy i.e. unit of volunteers, general volunteers and spontaneous volunteers.

uThungulu District Disaster Management Centre (UDDMC) has mainly focused on recruitment and training of general volunteers. General volunteers are described as individuals (or groups of individuals) who are prepared to assist in the event of a disaster. This category provides a general pool of volunteers who can be drawn on by the municipality to perform a variety of functions that may or may not require specialised skills.

**Table 23: Disaster Volunteers Trained**

| MUNICIPALITY | NO OF VOLUNTEERS TRAINED 2013/14 | NO OF VOLUNTEERS TRAINED 2014/15 |
|---|---|---|
| **Nkandla** | **296** | **0** |
| **Ntambanana** | **224** | **0** |
| **uMlalazi** | **162** | **0** |
| **uMfolozi** | **137** | **0** |
| **uMhlathuze** | **0** | **0** |
| **Mthonjaneni** | **0** | **0** |

## C1.13.7 FUNDING ARRANGEMENTS

**Table 24: Funding Arrangements for Disaster Risk Management**

| ACTIVITY | FUNDING SOURCE | FUNDING MECHANISM |
|---|---|---|
| Start-up activities (KPA1, Enabler 1) | National Government | Conditional grant for local government - district and metropolitan municipalities, where necessary |
| | | Conditional grant for provinces with counter funding components[1] |
| | | Budget of national departments |
| Disaster risk management ongoing operations (KPS 2 and 3) | National and provincial government | Own departmental budgets |
| | New assignment to local government | Increase in the 1 (institutional) component of the equitable share of local government |
| Disaster risk reduction KPA 2 and 3 | National departments | Own budgets but can be augmented by application for funding to the NDMC for special national priority risk reduction projects |
| | District Municipalities | Own budgets but can be augmented by application for funding to the NDMC for special national priority risk reduction projects |
| | In the case of low-capacity, resource-poor municipalities[2] | Additional funding released from NDMC targeted at these categories of municipalities |

| | | |
|---|---|---|
| Response, recovery, rehabilitation and reconstruction efforts (KPA 4) | National Government | Own budget for those departments frequently affected by disasters |
| | | Access to central contingency funds |
| | Provincial government | Own budget for those departments frequently affected by disasters |
| | | Conditional infrastructure grants |
| | | Access to central contingency funds once threshold is exceeded on a matching basis |
| | | Reprioritise within capital budget for infrastructure reconstruction |
| | Local government | Access to central contingency funds once threshold is exceeded |
| | | Conditional infrastructure grants i.e. Municipal Infrastructure Grant (MIG) |
| Education, training and capacity building programmes (Enabler 2) | All spheres of government | Own budgets and reimbursement through SETAs |
| | | Public awareness programmes and research activities can also be funded through the private sector, research foundation. NGOs and donor funding |
| **Notes:**<br>1. The suggested ratio for counter funding is 85:15 i.e. 15 percent of all startup costs being funded by provincial government<br>2. Low capacity, resource poor municipalities should be identified through the creation of a composite index that takes into account the operating income of municipalities and their capacity classification as determined by National Treasury | | |
| *Source: Partially adapted from FFC, submission on the Division of Revenue 2003/04 Midrand p.96* | | |

In light of the above it is evident that the district municipality and all local municipalities in the district must fund and implement disaster risk management from their own budgets. The district municipality may assist local municipalities from time to time with regard to funding for disaster risk reduction activities, but this does not release the local municipal councils from their responsibilities in this regard.

## C1.13.8 DISASTER MANAGEMENT: SWOT ANALYSIS

### STRENGTHS/OPPORTUNITIES

- The Municipality has a Level 2 Disaster management Plan in place
- UDM have established the foundation institutional arrangements, and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities.
- There are Disaster Management Advisory Forums in the District Municipality, uMhlathuze, UMlalazi and Mthonjaneni
- Current disaster risk profile is based on a detailed disaster risk assessment process
- The risk profile for uThungulu District Municipality is based on the data received from the workshop consultations

- A number of risk reduction measures have been identified related to the highest rated identified risks.
- Communication and stakeholder participation in disaster risk management in uThungulu District Municipality is executed through a consultative process, education and public awareness, initiated by uThungulu District Municipality disaster management function

### WEAKNESS/THREATS

- Hazard-specific disaster contingency plans still need to be developed
- Limited capacity currently exists in uThungulu District Municipality and specifically in its local municipalities to fulfil all the functions required by the Act
- The resources associated with performing disaster management related functions in the UDM are rated between 'insufficient' and 'sufficient'.
- There is a need for increased investment in capacity and resilience building in each of the local municipalities

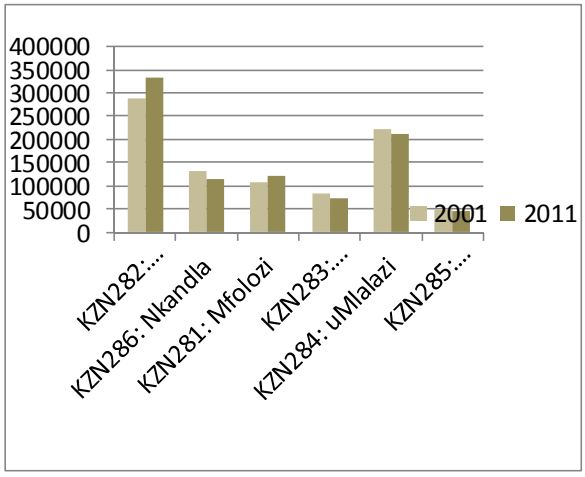
# C2.0 DEMOGRAPHIC ANALYSIS

## C2.1 POPULATION

### C2.1.1 TOTAL POPULATION

The total population of uThungulu District Municipality was 907 519 in 2011. Since 1996, the population of uThungulu District grew at an average annual growth rate of 1.5 % per annum compared to the 1.1% population growth rate at the provincial and national level, thereby increasing uThungulu population share in KwaZulu-Natal from 9% in 1996 to 9.5% in 2011. The table on the following page presents the population changes over time for the district and its local municipalities.

**Graph 10: Population Changes**




The uMhlathuze and uMfolozi Local Municipalities are the only municipalities in uThungulu District that have experienced and net population increase between 2001 and 2011. Their population increase has been significant, more than 14%. uMhlathuze has remained the municipality with the largest population in the district.

*Source: Census 2011*

## C2.1.2 POPULATION GROWTH

The uMhlathuze Municipality has the largest portion with 36.5% of the population residing in this local municipality while only 5.5% of the district's population resides in Mthonjaneni.

**Table 25: Change in Population Numbers**

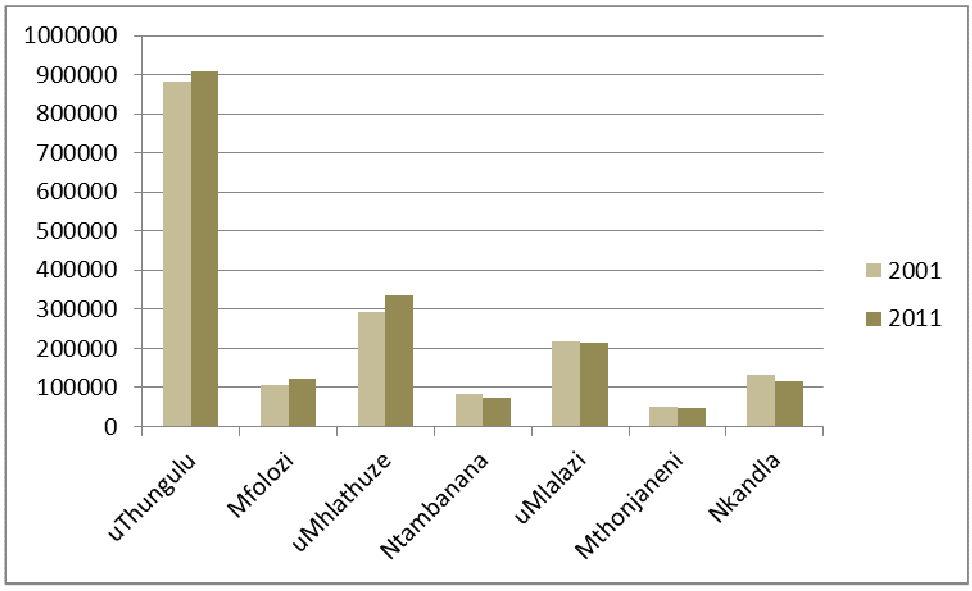
| | UDM | UMFOLOZI | UMHLATHUZE | NTAMBANANA | UMLALAZI | MTHONJANENI | NKANDLA |
|---|---|---|---|---|---|---|---|
| **2001** | 881909 | 105817 | 292540 | 83658 | 218564 | 49810 | 131521 |
| **2011** | 907519 | 122889 | 334459 | 74336 | 213601 | 47818 | 114416 |
| **Population Growth Rate 2001-2011 %** | 0.3 | 1.5 | 1.4 | -1.2 | -0.2 | -0.4 | -1.4 |

*Source: Census 2011*

The negative population growth rate for the period 2001 to 2011 in four of the six local municipalities is concerning and the reason need to be further investigated. It is believed that HIV and urbanisation may play a critical role in the declining numbers of the rural population due to migration to areas with perceived better economic opportunities.

## C2.1.3 POPULATION DISTRIBUTION

**Graph 11: Distribution of population 2001 and 2011**




*Source: Census 2011*

## C2.1.4 HOUSEHOLDS

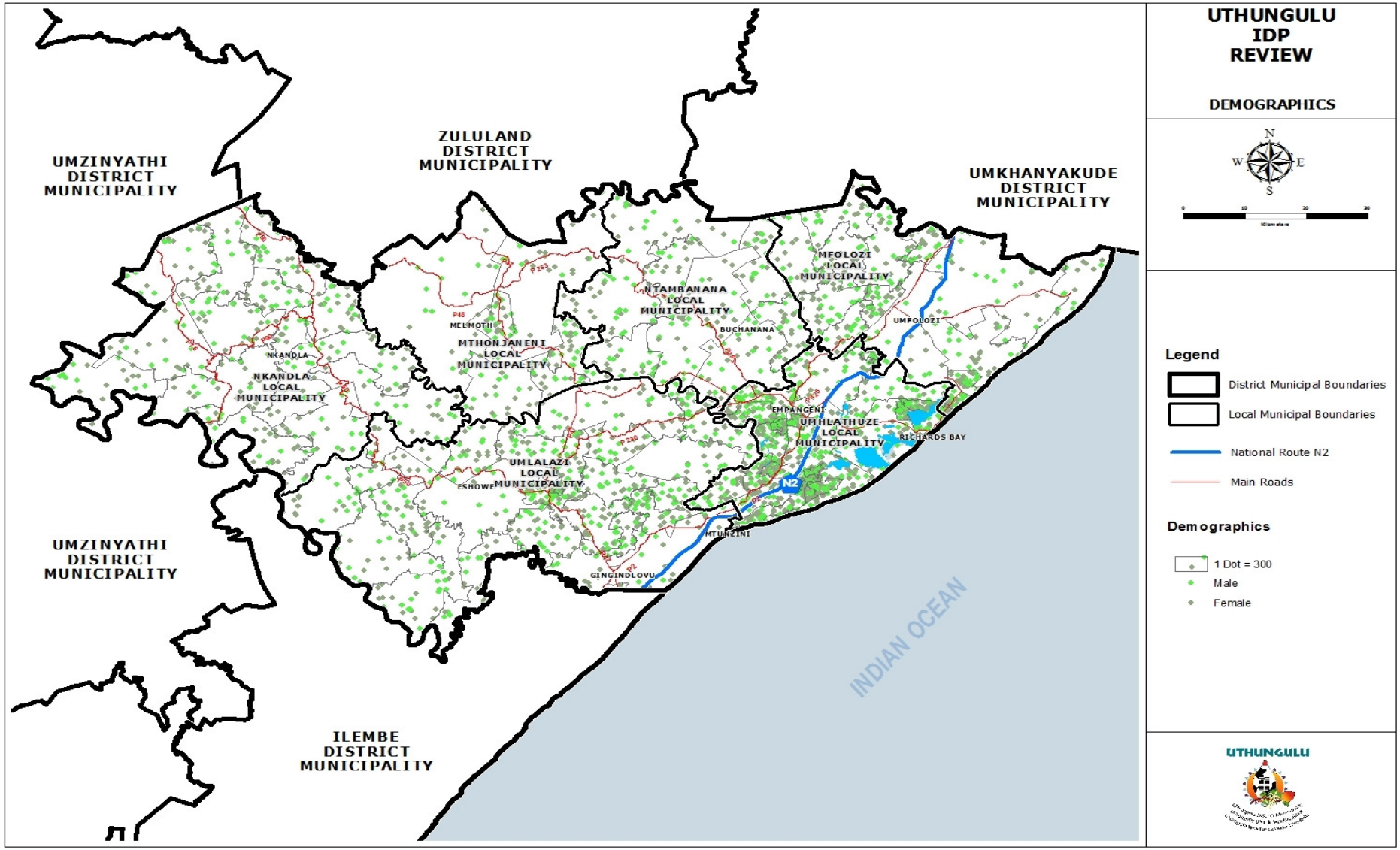
### C2.1.4.1 Number of Households

**Table 26: Average households size by municipality 2001 and 2011**

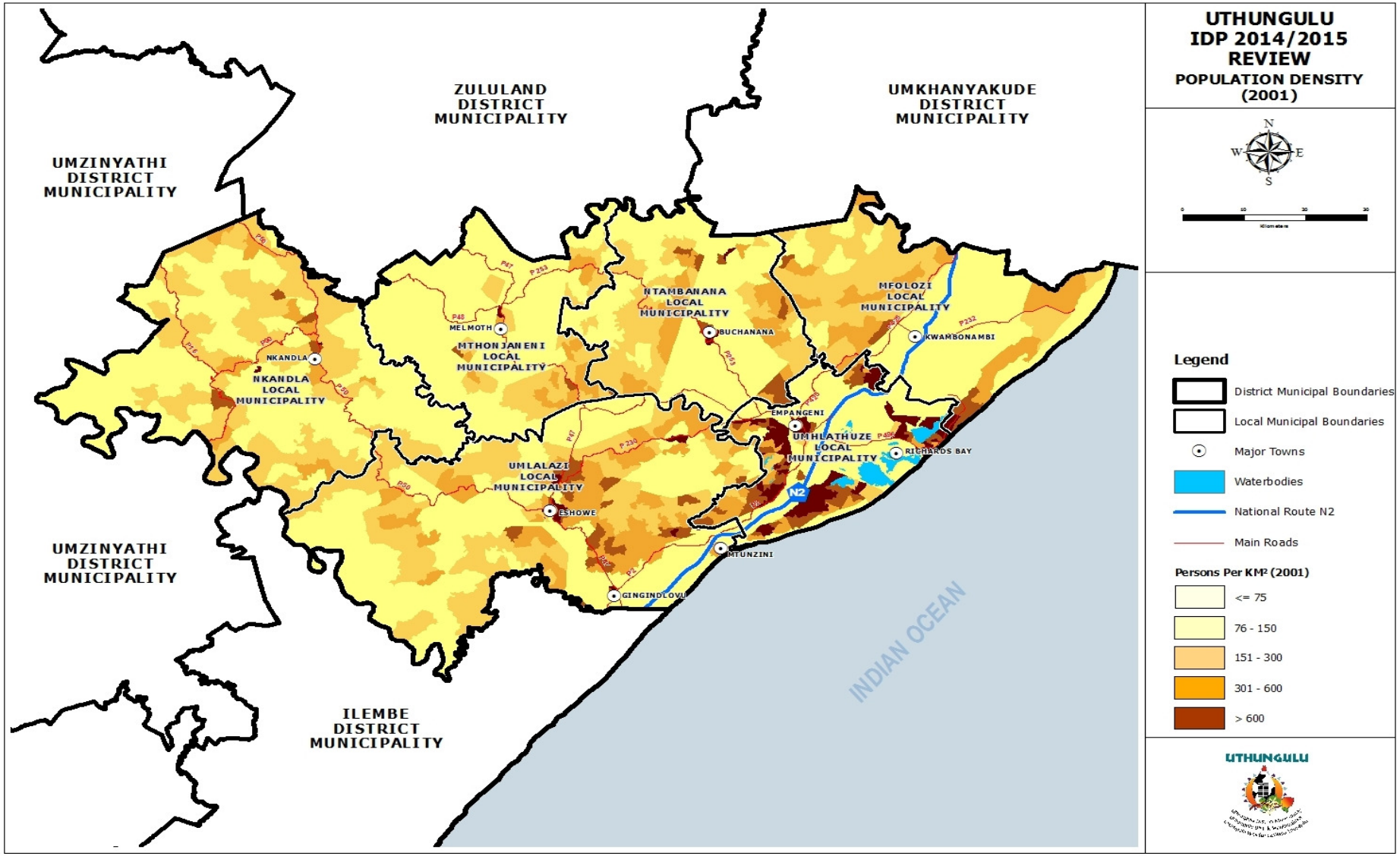
| MUNICIPALITY | TOTAL HOUSEHOLD POPULATION | | NUMBER OF HOUSEHOLDS | | AVERAGE HOUSEHOLD SIZE | |
|---|---|---|---|---|---|---|
| | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 |
| **uMfolozi** | 104519 | 120218 | 19143 | 25584 | 5.5 | 4.7 |
| **uMhlathuze** | 277319 | 315431 | 67127 | 86609 | 4.1 | 3.6 |
| **Ntambanana** | 82543 | 73145 | 12441 | 12826 | 6.6 | 5.7 |
| **uMlalazi** | 209777 | 206961 | 38446 | 45062 | 5.5 | 4.6 |
| **Mthonjaneni** | 47562 | 45601 | 10108 | 10433 | 4.7 | 4.4 |
| **Nkandla** | 131527 | 111150 | 24216 | 22463 | 5.4 | 4.9 |
| **uThungulu** | 853247 | 872505 | 171480 | 202976 | 5.0 | 4.3 |

*Source: Census 2011*

**Map 27: Demographics**

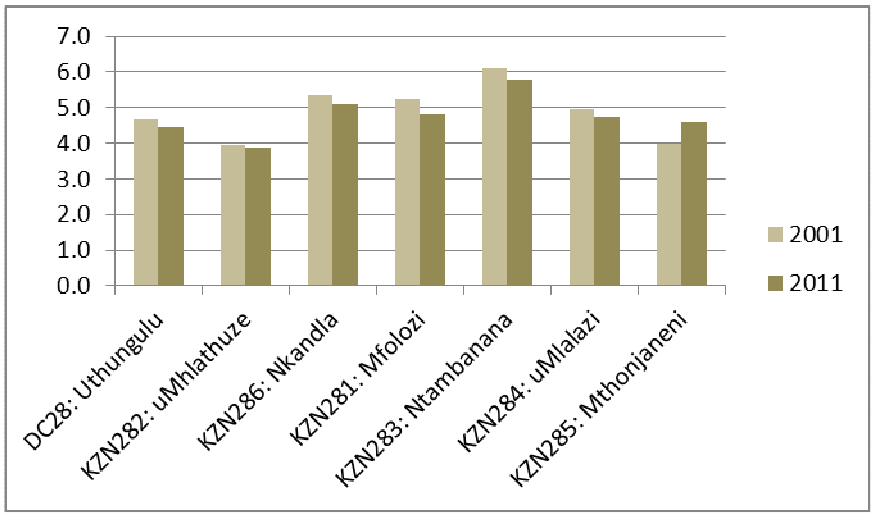


**Map 28: Population Density**



### C2.1.4.2 Average Household size

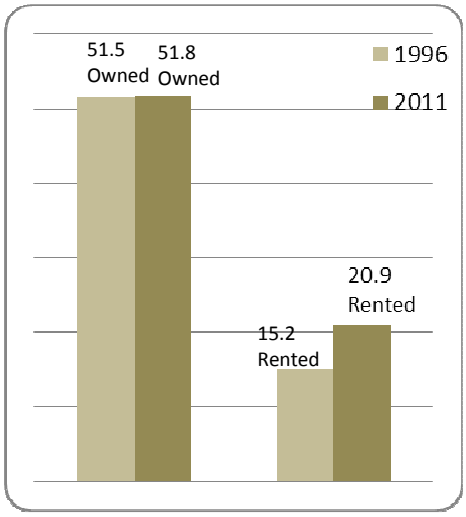
**Graph 12: Average household size by municipality - 2001 and 2011**




*Source: Census 2011*

It is notable that the average household size is constantly decreasing since 2011 where it is 4.5 persons average per household for the district. This has implications for service delivery such as education, health and water provision.

**Graph 13: Distribution of households by tenure status - 1996 and 2011**




*Source: Census 2011*

### C2.1.4.3 Pensioner Headed Households

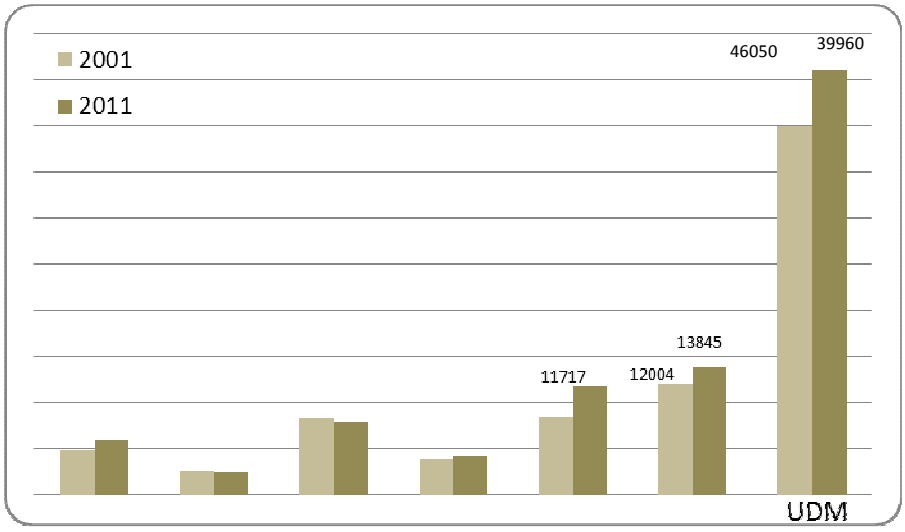
The following table shows a comparison of the incidence of Pensioner Headed Households in uThungulu district since 2001 till 2011. It is apparent that there has been a significant increase in the number of pensioner headed households. The incidence of pensioner headed households is high and some reasons for this could be (1) parents working elsewhere, (2) deceased parents (3) the traditional culture of extended families as well as the (4) effects of migrant labour.

**Table 27: Pensioner Headed Households**

| MUNICIPALITY | PENSIONER HEADED HOUSEHOLDS | |
|---|---|---|
| | 2001 | 2011 |
| **uMfolozi** | 4844 | 5954 |
| **Mthonjaneni** | 2564 | 2504 |
| **Nkandla** | 8352 | 7841 |
| **Ntambanana** | 3788 | 4189 |
| **uMhlathuze** | 8406 | 11717 |
| **uMlalazi** | 12004 | 13845 |
| **UTHUNGULU** | **39960** | **46050** |

*Source: Census 2011*

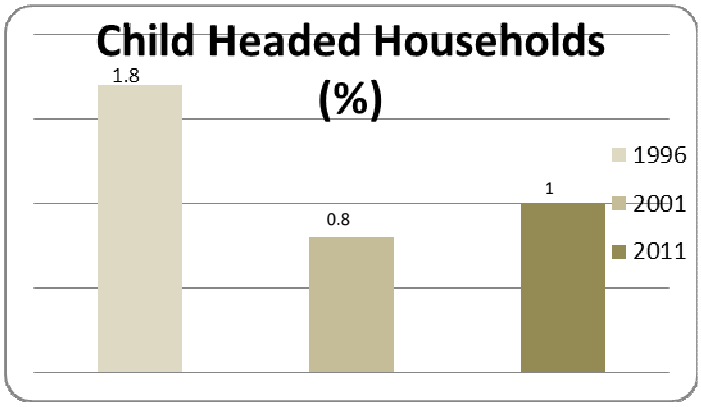
**Graph 14: Pensioner Headed Households**




*Source: Census 2011*

### C2.1.4.4 Child Headed Households

**Graph 15: Child Headed Households**




## C2.1.5 GENDER RATIO

### C2.1.5.1 Gender Ratio

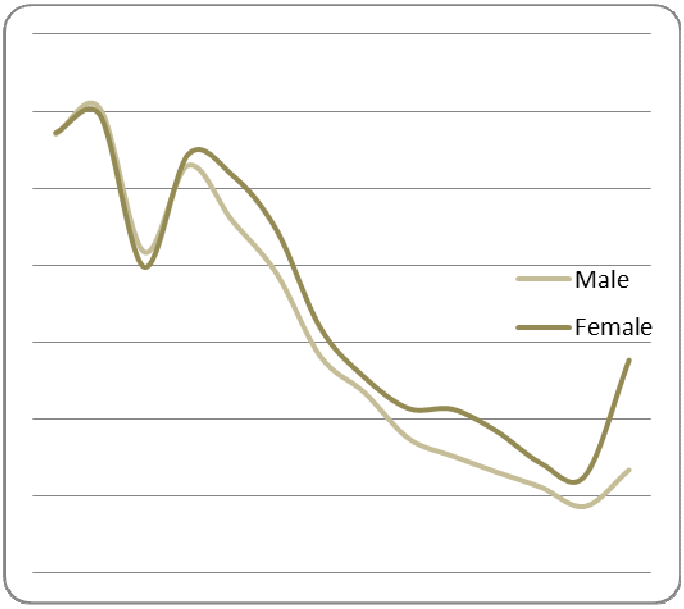
The following is a depicting of the male: female ratio in uThungulu district for the respective age cohorts.

**Table 28: Male/Female Ratio**

| | MALE | FEMALE |
|---|---|---|
| **0-4** | 57028 | 57206 |
| **05-10.** | 60368 | 59517 |
| **11-14.** | 41715 | 39767 |
| **15-19** | 52976 | 54378 |
| **20-24** | 45790 | 51716 |
| **25-29** | 38981 | 44642 |
| **30-34** | 28138 | 31847 |
| **35-39** | 23451 | 25438 |
| **40-44** | 17474 | 21378 |
| **45-49** | 15197 | 21285 |
| **50-54** | 13094 | 18408 |
| **55-59** | 11158 | 14266 |
| **60-64** | 8639 | 12616 |
| **65+** | 13389 | 27659 |

*Source: Census 2011*

**Graph 16: Gender Ratio**

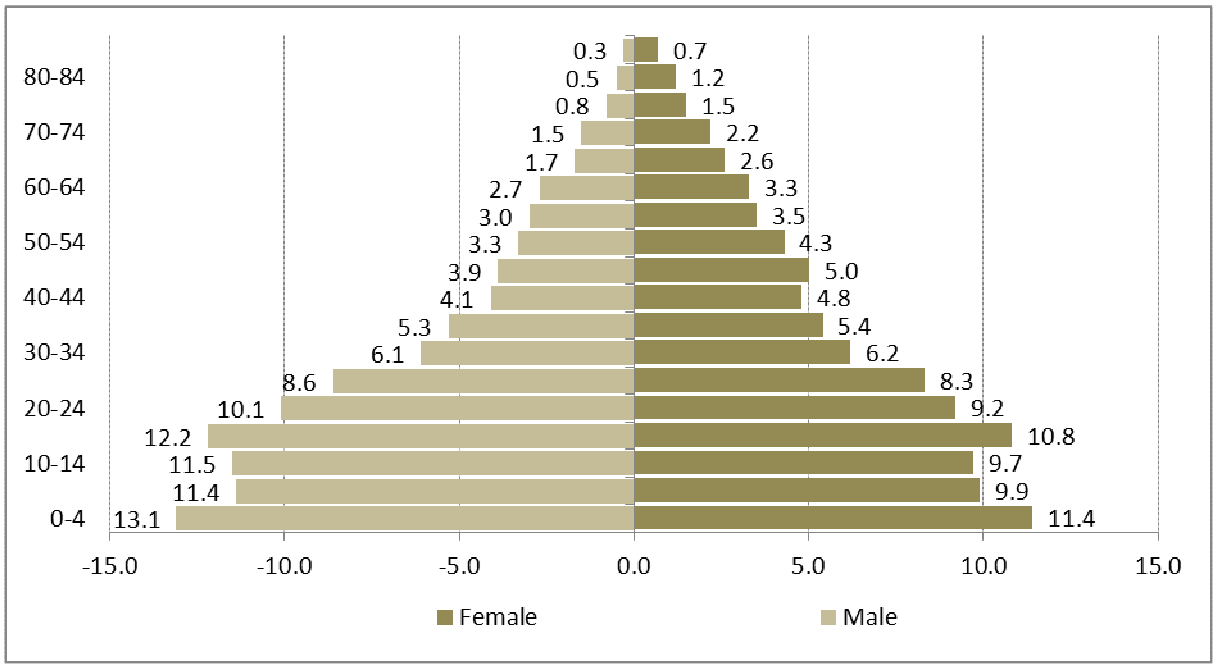



*Source: Census 2011*

It is interesting to note that in the age cohorts 40 – 65+ that the female percentages pass the male percentages. uThungulu age profile indicated that the majority of the population, approximately 60%, is between the ages of 15 and 64 with children accounting for about 36% of the population. The elderly only make up about 4.2% of the population.

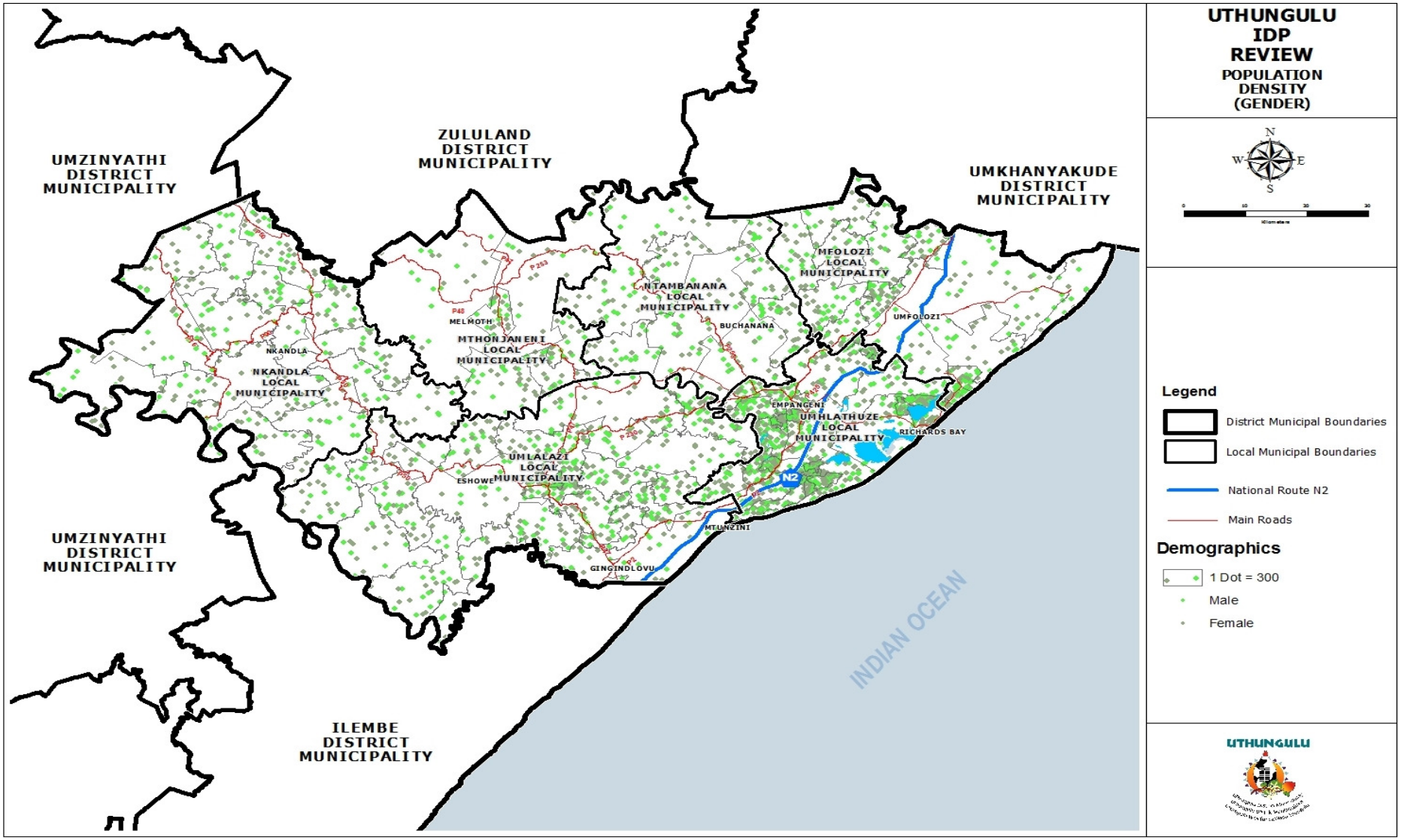
### C2.1.5.2 Gender Composition of uThungulu's Population

**Graph 17: Percentage distribution of the population in five-year age group by gender 2011**



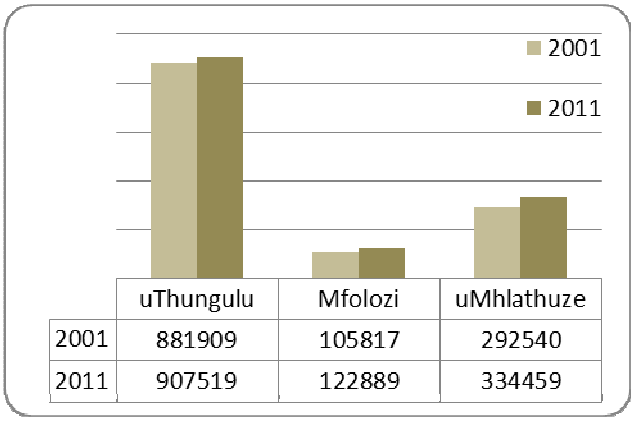

*Source: Census 2011*

**Map 29: Population Density (Gender)**



## C2.1.6 AGE DISTRIBUTION

**Graph 18: Distribution of the population by functional age groups**




Source: Census 2011

**Table 29: uThungulu Population Between 14-35 (Youth)**

| | MALE | FEMALE | TOTAL |
|---|---|---|---|
| uMhlathuze | 75646 | 79602 | 155248 |
| Nkandla | 19236 | 23369 | 42605 |
| uMfolozi | 25478 | 26295 | 51773 |
| Ntambanana | 13970 | 15535 | 29505 |
| uMlalazi | 38922 | 43626 | 82547 |
| Mthonjaneni | 8721 | 9896 | 18617 |
| **TOTAL** | **181973** | **198322** | **380295** |

Source: Census 2011

**Table 30: uThungulu Youth Labour Force (14-35yrs)**

| | Employed | Unemployed | Discouraged work-seeker | Other not economically active | Age less than 15 years | Not applicable | Grand Total |
|---|---|---|---|---|---|---|---|
| uMhlathuze | 44519 | 29633 | 9446 | 65062 | - | 6588 | 155248 |
| Nkandla | 3438 | 3845 | 6034 | 26110 | - | 3178 | 42605 |
| uMfolozi | 9028 | 8931 | 4970 | 26028 | - | 2816 | 51773 |
| Ntambanana | 3290 | 4761 | 3582 | 15899 | - | 1973 | 29505 |
| uMlalazi | 12333 | 9810 | 8030 | 47086 | - | 5287 | 82547 |
| Mthonjaneni | 4232 | 2264 | 1677 | 9329 | - | 1115 | 18617 |
| **Grand Total** | **76841** | **59244** | **33740** | **189515** | **-** | **20956** | **380295** |

Source: Census 2011

## C2.2 EDUCATION

Education levels are provided for the 2001 and 2011 census years. Comparisons are made with the levels in the country, uThungulu District as well as the local municipalities in uThungulu district. The following table provides a summary of the situation while more explanatory figures are provided hereafter of specific situations.

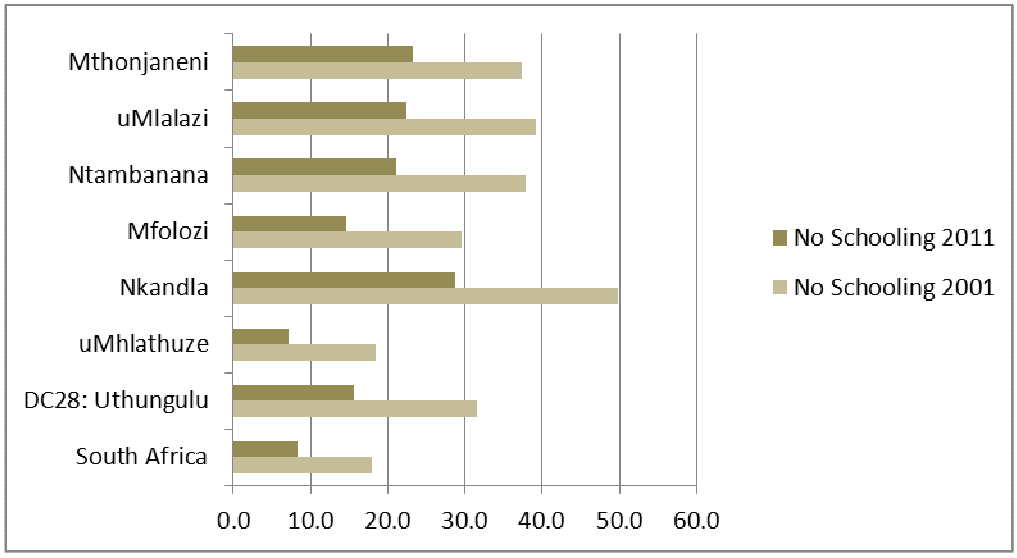
There has been a decline in the higher education levels of the district. There appears to be an improved access to primary education, and numbers of learners not attending school dropped significantly

**Table 31: School Attendance %**

| | No Schooling | | Higher Education | | Matric | | Primary Educational Enrolment aged 6-13 | |
|---|---|---|---|---|---|---|---|---|
| | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 |
| South Africa | 17.9 | 8.4 | 8.4 | 6.7 | 22.1 | 27.8 | 91 | 93.1 |
| DC28: Uthungulu | 31.6 | 15.7 | 5.8 | 4.2 | 18.3 | 29.5 | 88.3 | 89.6 |
| uMhlathuze | 18.5 | 7.2 | 10.9 | 7.3 | 27.6 | 36.9 | 90.1 | 91.7 |
| Nkandla | 49.8 | 28.8 | 2.5 | 1.7 | 11.5 | 21.0 | 88.7 | 86.7 |
| Mfolozi | 29.6 | 14.6 | 2.3 | 1.2 | 14.5 | 30.3 | 89.3 | 88.2 |
| Ntambanana | 38.0 | 21.2 | 1.5 | 0.8 | 10.4 | 23.1 | 86.4 | 91.3 |
| uMlalazi | 39.2 | 22.5 | 3.5 | 2.9 | 13.2 | 22.9 | 87.0 | 88.9 |
| Mthonjaneni | 37.3 | 23.3 | 3.9 | 2.3 | 14.7 | 22.1 | 85.6 | 88.9 |

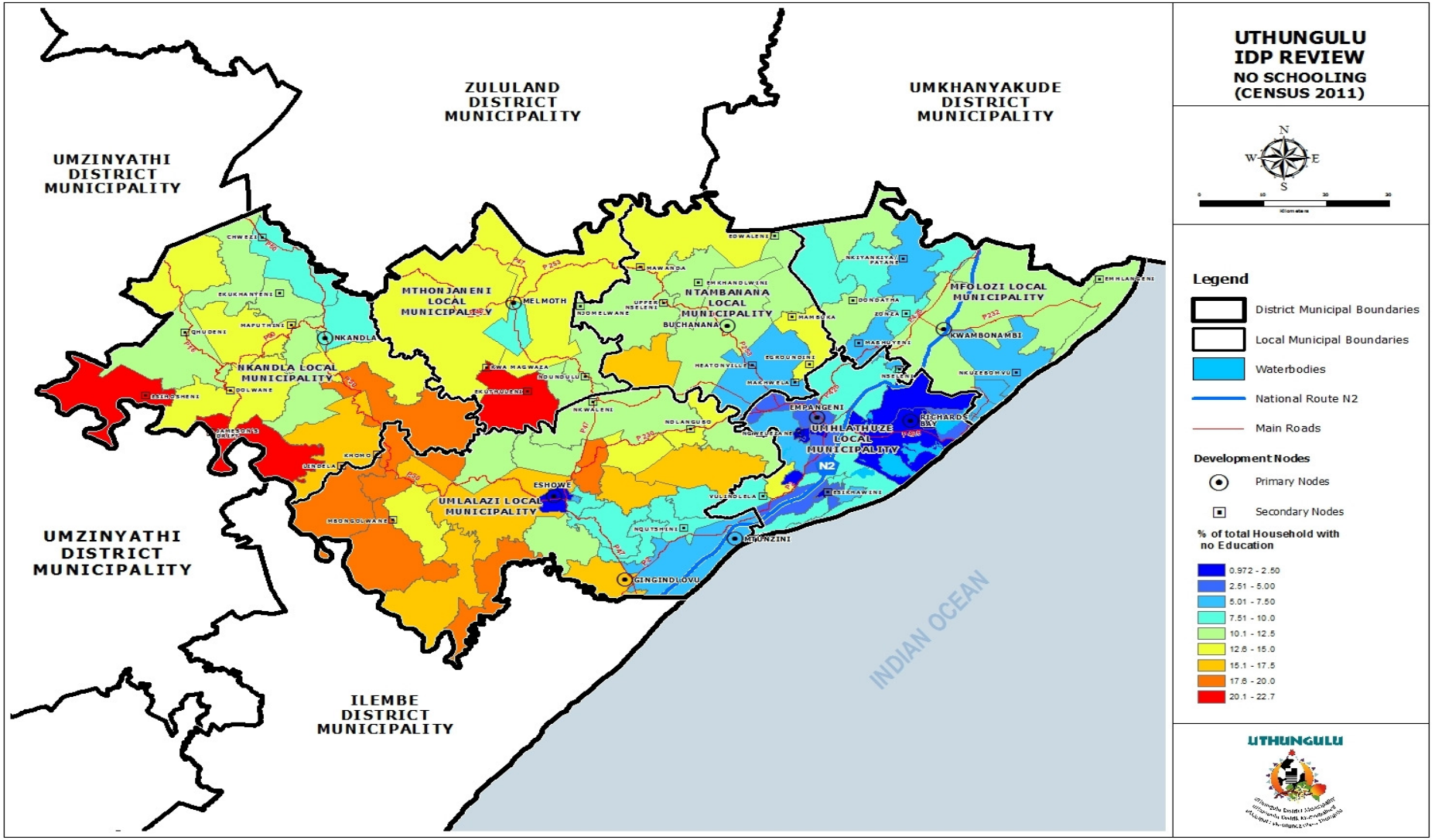
*Source:* Census *2011*

**Graph 19: Percentage of the population aged 20 and above in each Local Municipality with no education**

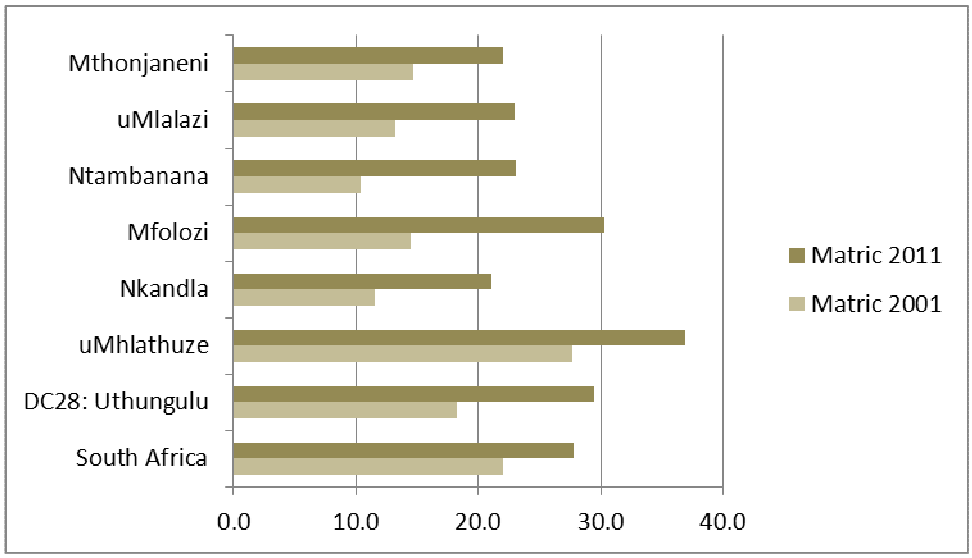



*Source: Census 2011*

**MAP 30: No Schooling**

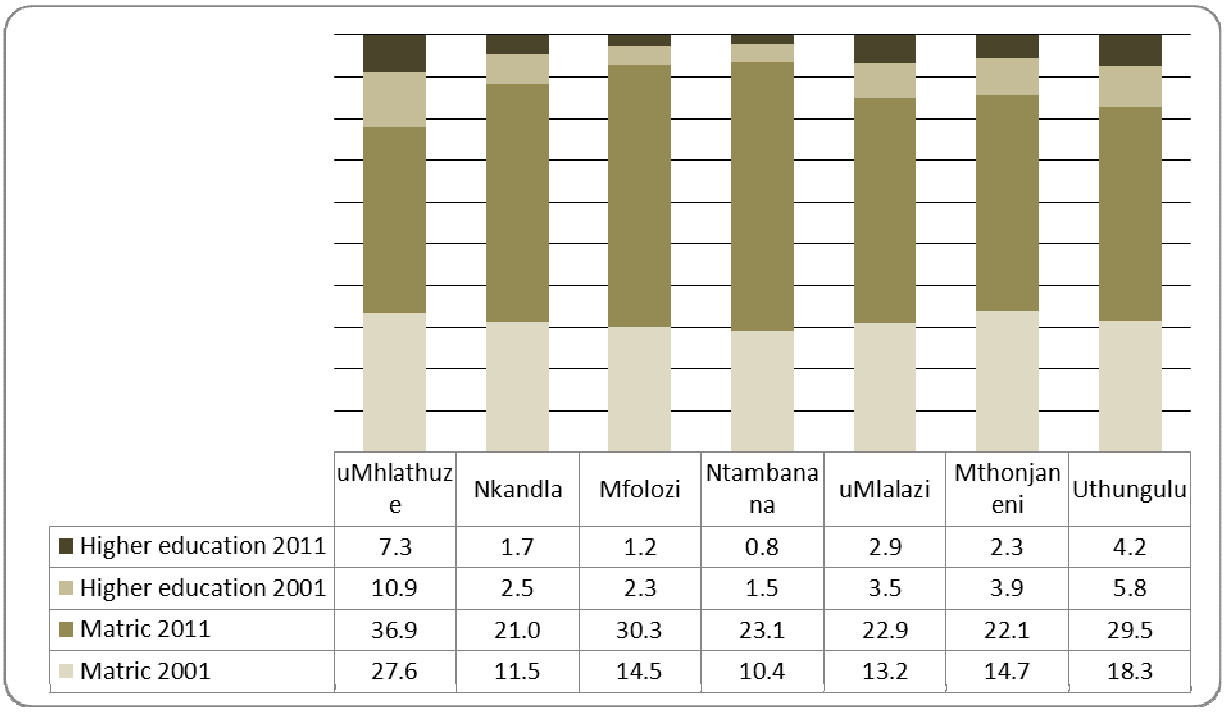


**Graph 20: Population with Matric Pass -2001 and 2011**




*Source: Census 2011*

**Graph 21: Distribution of the population aged 20 years and older by highest level of education attained and district municipality - 2001 and 2011**

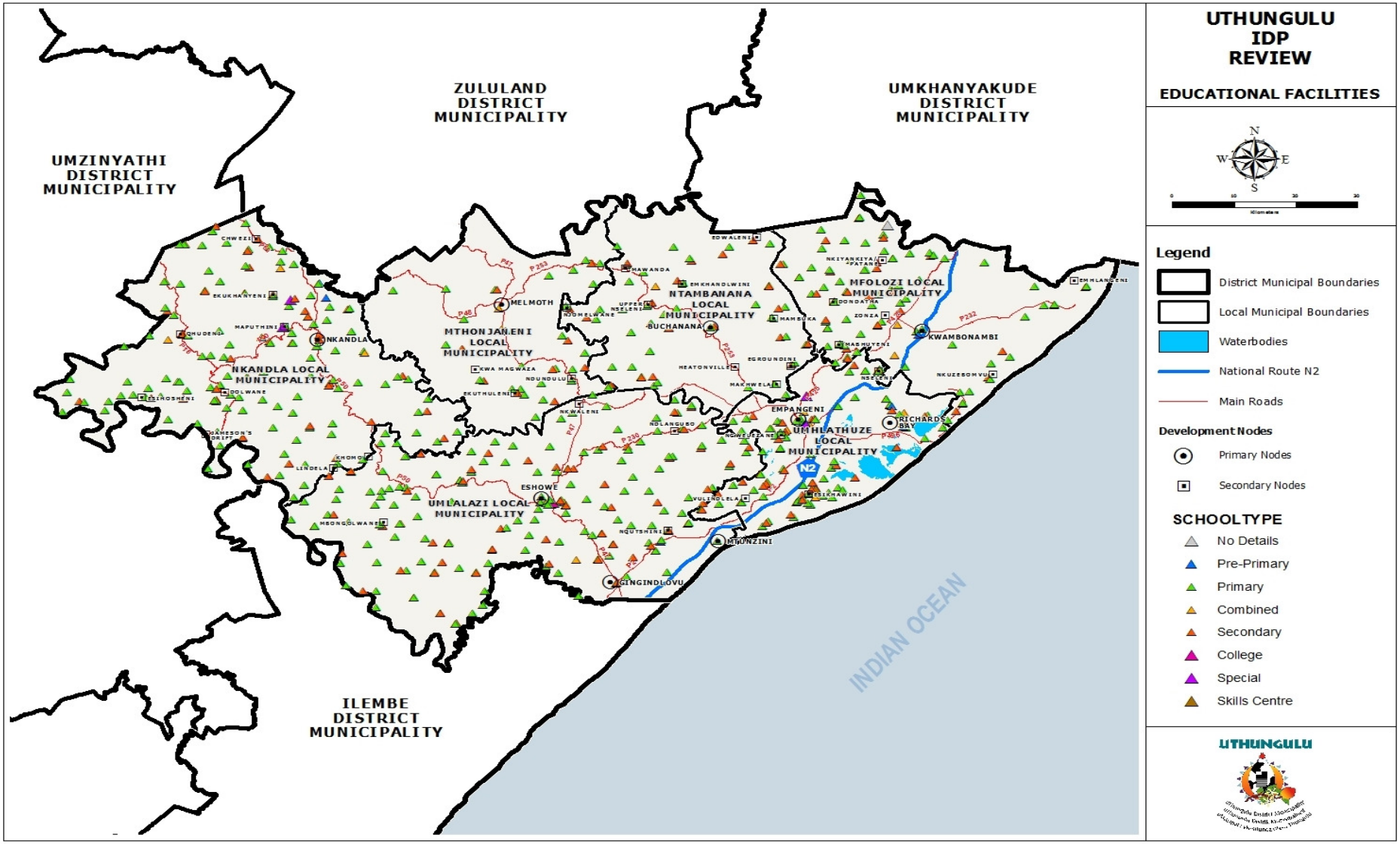


| | uMhlathuze | Nkandla | Mfolozi | Ntambanana | uMlalazi | Mthonjaneni | Uthungulu |
|---|---|---|---|---|---|---|---|
| Higher education 2011 | 7.3 | 1.7 | 1.2 | 0.8 | 2.9 | 2.3 | 4.2 |
| Higher education 2001 | 10.9 | 2.5 | 2.3 | 1.5 | 3.5 | 3.9 | 5.8 |
| Matric 2011 | 36.9 | 21.0 | 30.3 | 23.1 | 22.9 | 22.1 | 29.5 |
| Matric 2001 | 27.6 | 11.5 | 14.5 | 10.4 | 13.2 | 14.7 | 18.3 |

*Source: Census 2011*

It is concerning to note with reference to the previous graph that there has been a decline in the percentage (%) of persons with a higher education. On the contrary, the table indicates that the percentage (%) of persons with a matric qualification has increased in all areas.

**MAP 31 : Education Facilities**



## C2.3 HEALTH

The general lack of adequate health care facilities particularly in the rural parts of the district (80%) has a negative impact on the wellbeing of the communities. The elderly in particular find it extremely difficult to access health care facilities which are mainly in the urban areas. This is exasperated by the poor road infrastructure which makes it difficult for ambulance and mobile health services to reach the rural communities.

This has a negative impact on food security as productivity on dominant activities like farming are affected, together with a financial burden on communities.

### C2.3.1 MORTALITY INDICATORS

The following tables indicate the total deaths in uThungulu district as well as the main causes of death.

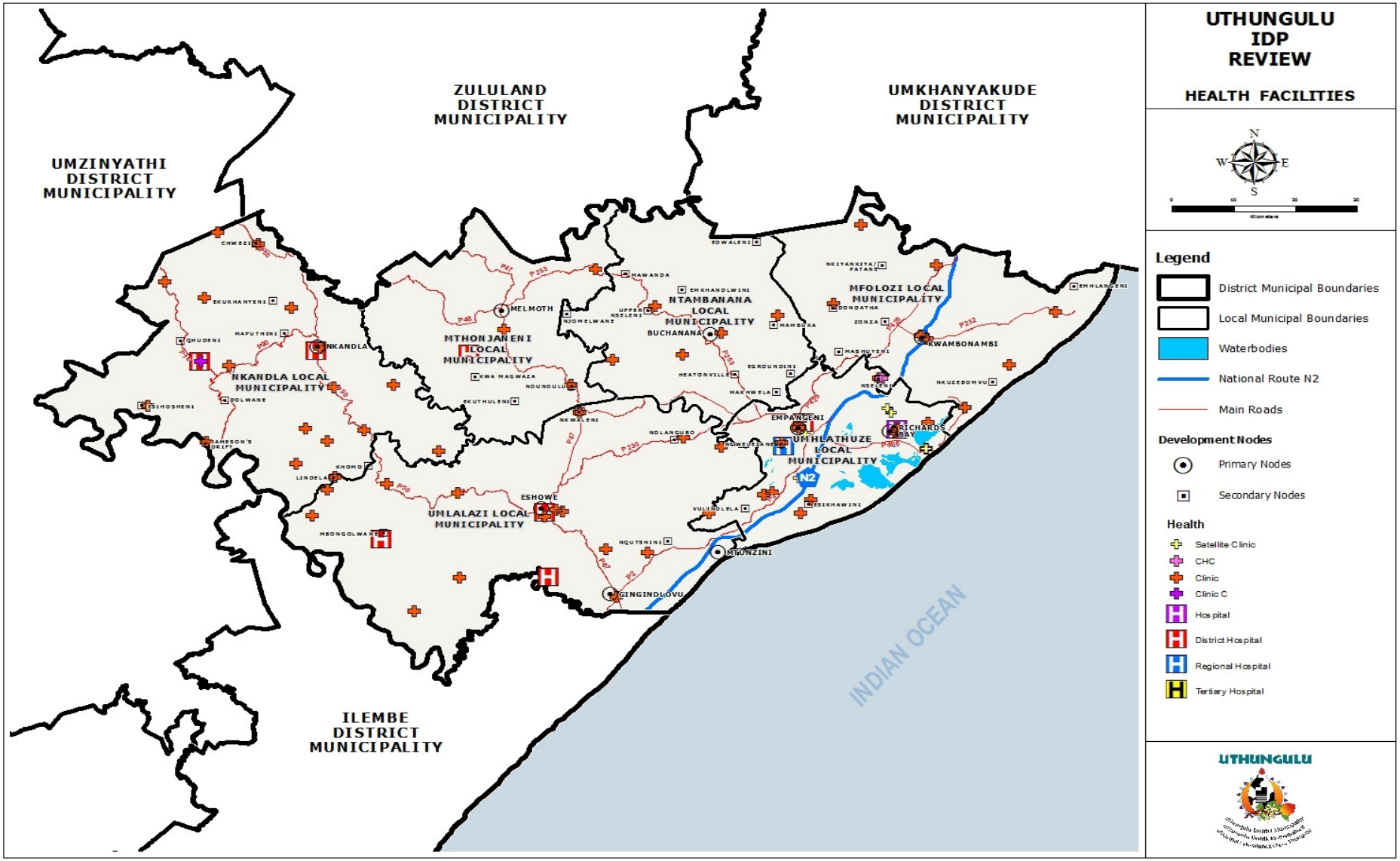
**Table 32: Mortality Indicators**

| Total Deaths 2011 | |
|---|---|
| KZN | 104652 |
| uThungulu | 8758 |

| uThungulu Main Causes of Death | | No | % |
|---|---|---|---|
| 1 | Tuberculosis (A15-A19)** | 1 270 | 14,5 |
| 2 | Influenza and pneumonia (J09-J18) | 501 | 5,7 |
| 3 | Other viral diseases (B25-B34) | 462 | 5,3 |
| 4 | Cerebrovascular diseases (I60-I69) | 442 | 5,0 |
| 5 | Human immunodeficiency virus [HIV] disease (B20-B24) | 418 | 4,8 |
| 6 | Other forms of heart disease (I30-I52) | 397 | 4,5 |
| 7 | Diabetes mellitus (E10-E14) | 364 | 4,2 |
| 8 | Intestinal infectious diseases (A00-A09) | 330 | 3,8 |
| 9 | Hypertensive diseases (I10-I15) | 237 | 2,7 |
| 10 | Certain disorders involving the immune mechanism (D80-D89) | 184 | 2,1 |
| | Other natural causes | 3 287 | 37,5 |
| | Non-natural causes | 866 | 9,9 |
| | **All causes** | **8 758** | **100,0** |

*Source: SA Stats 2012*

**MAP 32: Health Facilities**



## C2.3.2 DEMOGRAPHIC CHALLENGES AND PROJECTS

**Table 33: Demographic Challenges**

| DEMOGRAPHIC | CHALLENGES | PROJECTS 2014/15 | |
|---|---|---|---|
| Youth | • Education<br>• Recreation,<br>• Access to health facilities,<br>• Participation in economy | • Issuing of Bursaries<br>• Develop talent through sports<br>• Advocate programmes to communicate health facilities<br>• Skills development programmes | |
| Children | • Safe environment<br>• Insufficient budget | • Advocate programmes for children's rights<br>• Equipment for Early Child Hood Development Centres | |
| Elderly | • Safe environment<br>• Recreation,<br>• Access to health facilities,<br>• Participation in economy<br>• Insufficient budget | • Golden Games<br>• Skills Development programmes<br>• Healthy Lifestyle programmes<br>• Basic Financial management training | |
| Disability | • Education,<br>• Recreation,<br>• Access to health facilities,<br>• Participation in economy<br>• Insufficient budget | • Skills Development programmes<br>• Sign language development and training<br>• Advocate programmes to communicate health facilities | |
| HIV/AIDS | • High HIV prevalence in the district<br>• HIV and TB co-infection<br>• High defaulter rate<br>• Inadequate supply of home based care goods e.g. shortage of nutritional porridge, disposable napkins<br>• Poor functionality of Support groups<br>• Access to health facilities<br>• Unemployment<br>• High poverty rate | • Medical Male circumcision campaign in partnership with the Department of Health<br>• Anti- Sugar Daddy Campaign<br>• Dialogue on HIV and AIDS and other social ills | • Wonder Pot Project<br>• One home one garden project<br>• Community gardens<br>• Reed Dance Maidens Programme as part of HIV and AIDS Prevention Strategy<br>• Dialogue on HIV and AIDS and other social ills |

# C3.0 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

## C3.1 INSTITUTIONAL ARRANGEMENTS

**Table 34: Institutional Arrangements**

| VOTE | DEPARTMENT | SERVICE |
|---|---|---|
| | ***Municipal Manager*** | |
| Executive & Council | | Board General Expenses |
| Executive & Council | | Department of the Municipal Manager |
| | ***Planning & Development*** | |
| Planning & Development | | Economic Development |
| Planning & Development | | Planning Shared Services |
| Planning & Development | | Development Planning & Environment |
| Planning & Development | | Fresh Produce Market |
| Planning & Development | | Executive Division – Planning & Development |
| | ***Community Services*** | |
| Community Services | | Executive Division - Community & Social Services |
| Community Services | | Community Services Division |
| Community Services | | Technical Facility - Cemetery |
| Public Safety | | Fire Fighting Services (Shared Services) |
| Public Safety | | Disaster Management |
| Municipal Health | | Municipal Health Services |
| | ***Corporate Services*** | |
| Executive & Council | | Executive Division – Corporate Services |
| Executive & Council | | Administrative Services Division |
| Finance & Administration | | Management Services/Human Resources |
| Finance & Administration | | Information & Communication Technology |
| Finance & Administration | | Auxiliary Services – uThungulu House |
| Finance & Administration | | Property Services – Satellite Offices |
| | ***Financial Services*** | |
| Finance & Administration | | Executive Division – Financial |
| Finance & Administration | | Expenditure |
| Finance & Administration | | Procurement (SCM Unit) |
| Finance & Administration | | Budget |
| Finance & Administration | | Finance Interns ( FMG ) |
| Finance & Administration | | Management Accounts & Reporting |
| Water | | Consumer Billing & Credit Control |
| | ***Infrastructure Services*** | |
| Water | | Executive Division – Technical |
| Water | | Municipal Infrastructure – Operations & Maintenance |
| Water | | Municipal Infrastructure Implementation |
| Water | | Project management Unit – MIG |
| Water | | Water Services Authority Division |
| Water | | Water Services Authority Division - SSA |
| Water | | Operations & Maintenance - Western Region |

| | | |
|---|---|---|
| | | (KZ285 & KZ286) |
| Water | | Operations & Maintenance - Southern Region (KZ284) |
| Water | | Operations & Maintenance - Eastern Region (KZ281 & KZ283) |
| Waste Management | | Technical Facility Services - Landfill |
| Waste Water Management | | Waste Water Management |

### C3.1.1 POWERS AND FUNCTIONS

In terms of Circular 8/2008: 2008/09 Capacity Assessments and Recommendations: Adjustment of Powers and Functions between District and Local Municipalities in terms of Section 85 of the Local Government: Municipal Structures Act 1998, uThungulu District Municipality has the following powers and functions to fulfil:

**Table 35: uThungulu Powers and Functions**

| | | | UDM | uMfolozi | uMhlathuze | Ntambanana | uMlalazi | Mthonjaneni | Nkandla |
|---|---|---|---|---|---|---|---|---|---|
| 1 | S84(1)(a) | Integrated Development Planning for District as a whole | √ | √ | √ | √ | √ | √ | √ |
| 2 | S84(1)(a) | Potable Water Supply Systems | √ | √ | × | √ | √ | √ | √ |
| 3 | S84(1)(c) | Bulk supply of electricity | | × | × | × | × | × | × |
| 4 | S84(1)(d) | Domestic waste-water and sewage disposal system | √ | √ | × | √ | √ | √ | √ |
| 5 | S84(1)(e) | Solid waste disposal sites serving the area of the District Municipality as a whole | √ | √ | √ | √ | √ | √ | √ |
| 6 | S84(1)(f) | Municipal roads which form an integrated part of a road transport system for the area of the district municipality as a whole | √ | √ | √ | √ | √ | √ | √ |
| 7 | S84(1)(g) | Regulation of passenger transport services | √ | √ | √ | √ | √ | √ | √ |
| 8 | S84(1)(h) | Municipal airport serving the area of the district municipality as a whole | √ | √ | × | √ | √ | √ | √ |
| 9 | S84(1)(i) | Municipal health serving the area of the district municipality as a whole | √ | √ | √ | √ | √ | √ | √ |
| 10 | S84(1)(j) | Fire Fighting services for district municipality as a whole | √ | √ | × | √ | × | √ | √ |
| 11 | S84(1)(k) | Fresh produce markets and (Abattoirs) serving the area of the district municipality as a whole | √ | √ | × | √ | √ | √ | √ |
| 12 | S84(1)(l) | Cemeteries and Crematoria | √ | √ | √ | √ | √ | √ | √ |
| 13 | S84(1)(m) | Promotion of local tourism for the District Municipality | √ | √ | √ | √ | √ | √ | √ |
| 14 | S84(1)(n) | Municipal public works relating to any of the above function or and other functions assigned to the district municipality | √ | √ | × | √ | × | √ | √ |
| | S84(1)(o) | the receipt, allocation and if applicable distribution of grants made to the district municipality | √ | √ | √ | √ | √ | √ | √ |
| 16 | S84(1)(p) | The implementation and collection of taxes, levies and duties as related to the above functions or may be | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | assigned to the District Municipality in terms of National | | | | | | | |
| 18 | Sched 4 B | Building Regulations | √ | √ | × | √ | × | × | √ |
| 22 | Sched 4 B | Local Tourism | √ | √ | × | √ | × | √ | √ |
| | Sched 4 B | Air Pollution | √ | √ | × | √ | √ | √ | √ |
| 40 | Sched 5 B | Licencing and control of undertakings that sell food to the public | √ | √ | √ | √ | √ | √ | √ |
| 50 | Sched 5 B | Refuse removal, refuse dumps, solid waste disposal and cleaning services | √ | × | × | √ | × | × | × |
| KEY | | | | | | | | | |
| | | Function Performed by the Municipality | × | | | | | | |
| | | Allocated Functions to the District | √ | | | | | | |

### C3.1.2 ORGANISATIONAL INDICATORS

uThungulu District Municipality currently has a projected number of 348 (425 including Councillors) staff for the year as at 31 October 2014. During the budget process positions required by departments were reviewed in terms of available funding, savings identified in other accounts, a specific allocation of grant funding, a legislative requirement for the position, and if the position was within the 2014/15 approved multi-year budget.

**Table 36: uThungulu Institutional Analysis**

| uThungulu Institutional Analysis | |
|---|---|
| SUMMARY OF PERSONNEL NUMBERS | 2014/2015 |
| *Municipality* | |
| Councilors (Political Office Bearers plus Other) | 41 |
| Snr Managers (Incl. MM) | 6 |
| Other Managers | 11 |
| Technical/Professional | 125 |
| Other Staff (clerical, laborers etc) | 248 |
| **Total Personnel Numbers** | **431** |

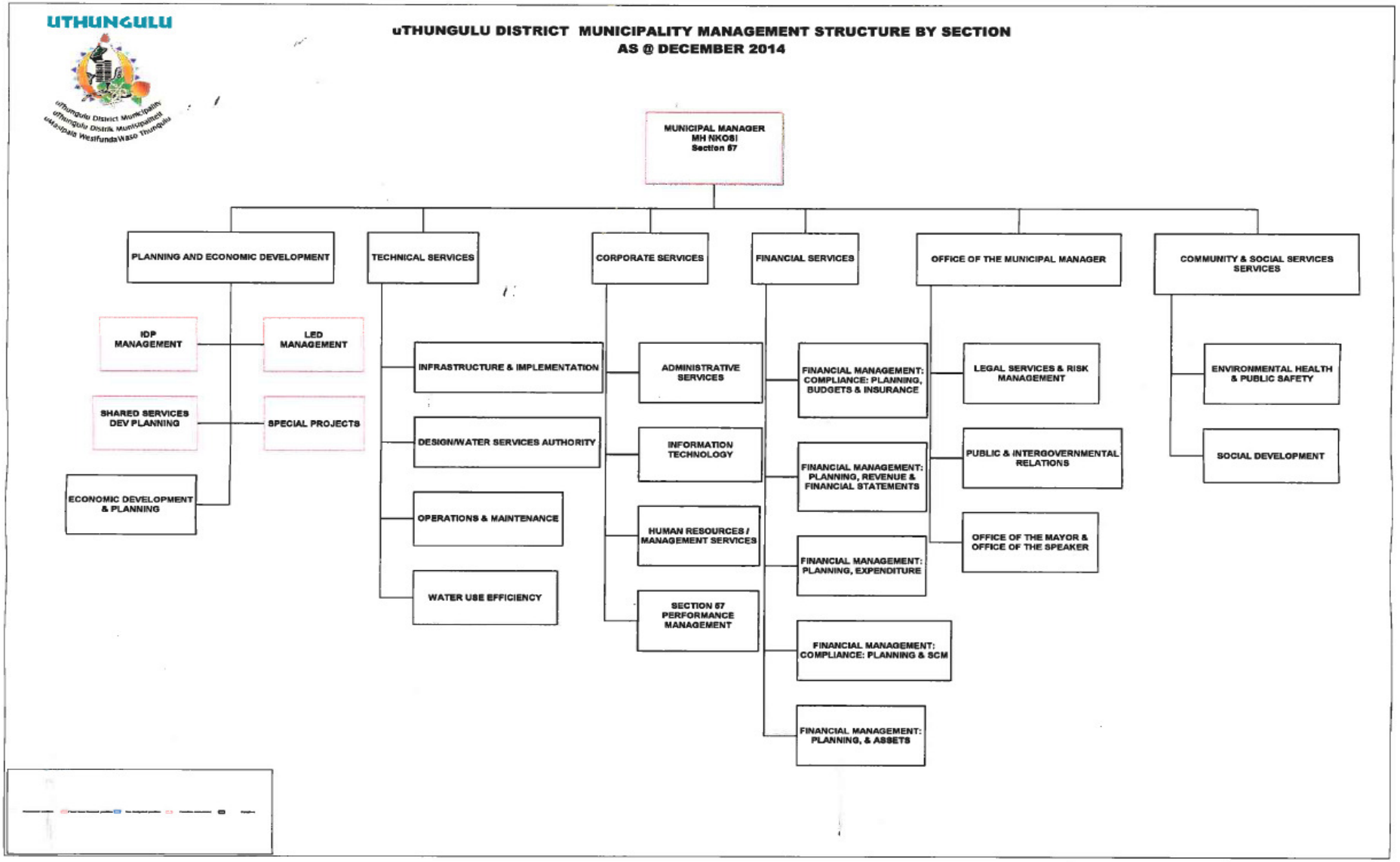
*Source: Corporate Services – Figures as at 28 February 2015*

### C3.1.3 ORGANISATIONAL STRUCTURE

In order to implement the programmes under the 5 key Development Strategies, the administration of uThungulu District Municipality, is organized into 4 Service Units:

- The Office of the Municipal Manager;
- The Department of the Deputy Municipal Manager, Economic Development and Planning;
- The Department: Financial Services;
- The Department: Technical Services;
- The Department: Corporate Services;
- The Department: Community Services.

**Table 37: uThungulu District Municipality Organogram ( to be updated in final IDP)**



# C3.2 DEPARTMENTAL FUNCTIONS

## C3.2.1 OFFICE OF THE MUNICIPAL MANAGER:

### VISION, MISSION AND CORE VALUES

- **VISION**

"A municipal manager's office that promotes an economically sound district with effective infrastructure and a district that empowers people, protects the environment and demonstrates leadership excellence.

- **MISSION**

To develop and maintain effective and efficient managerial processes and practices to ensure the creation of a prosperous district by:

- Managing the provision of a high standard of essential basic services;
- Ensuring management practices that support sustainable local economic development;
- Promoting the encouragement of committing participation in service delivery projects.

- **CORE VALUES**

- To promote the value of integrity among officials;
- To promote transparency in the way that the municipality conducts its business;
- To foster a culture of commitment in respect of service delivery within the municipality's servicing area;
- To ensure a spirit of cooperation within the municipality, among municipalities within the district, with other districts as well as with provincial and national spheres;
- To promote a culture of innovation in the carrying out of functions and delivery of services to the communities within the servicing area of the district.

- **RESPONSIBILITIES**

The Accountable Officer in terms of prevailing local government legislation and responsible as Chief Executive Officer for the effective and efficient operations of uThungulu District Municipality as an institution remains the Municipal Manager.

It is the responsibility of the Municipal Manager as "Accountable Officer" to:

- Promote sound financial management throughout the municipality;
- Be responsible for all income and expenditure, all assets and the discharge of all liabilities;
- Ensure compliance with the Municipal Finance Management Act (MFMA) No. 56 of 2003;

- Prevent fruitless and wasteful expenditure;
- Disclose all information on debts;
- Ensure the development and implementation of the Integrated Development Plan (IDP), which consists of eleven development strategies upon which the annual budget is based.
- Ensure the further development and implementation of a Performance Management System to measure service delivery in terms of performance indicators of each Key Performance Area (KPA) under the eleven development strategies.
- Co-ordination of Operational Activities within uThungulu District Municipality;
- The promotion of Intergovernmental Relations.

### PUBLIC RELATIONS MANAGER

The Public Relations Manager is responsible for the following:

- To promote community participation in local government;
- To promote synergies with the private and public sector to market the district;
- To improve the municipality's public image by communicating in a transparent, effective and pro-active manner;
- Batho Pele
- Intergovernmental Relations
- District Communications Forum

### LEGAL SERVICES UNIT

The Legal Services Unit is responsible for the following:

- To manage the provision of comprehensive, efficient and effective legal services to the municipality
- To safeguard the municipality's interests in all legally related matters
- To ensure that the municipality's operations are conducted with the parameters of applicable legislation
- To provide various legal opinions to the municipality
- Is involved in the drafting and vetting of various agreements
- Conducts on-going research to advise the municipality on the latest developments in the legal space
- Plays a vital role in the drafting and the on-going of review of by-laws and attends to legal formalities in respect of the promulgation of same.

### PERFORMANCE

- Managing the SDBIP, Organizational Performance Management System (OPMS), as well as the Individual Performance Management System for Section 56 Managers;

- **RISK**
  - Managing the Strategic Portfolio of Risk Management inclusive of Fraud Prevention within the municipality by coordinating and facilitating all joint actions by departments

## C3.2.2 DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT

- **THE EXECUTIVE DIVISION OF THE DEPUTY MUNICIPAL MANAGER:**

  Planning and Economic Development is responsible for the following strategic portfolios:
  - Managing the Strategic Portfolio of Local Economic Development by facilitating new investments and new developments within the district in respect of the sectors of Tourism, Agriculture, Business & Industry and SMME Development.
  - Managing uThungulu District Municipality Shared Services Support to participating local municipalities within the district, in respect of Development Planning and Organizational Performance Management Functions.
  - Managing all actions and initiatives in respect of the state of Statutory- ; Development - and Spatial Development Planning and Environmental Management;
  - Managing and review of the uThungulu District Growth and Development Plan.

- **ECONOMIC DEVELOPMENT AND PLANNING**

  ***Objectives***
  - Promote Local Economic Development;
  - Promote the District as a preferred investment destination;
  - Promote Local Tourism Development and coordination;
  - Promote Agricultural development and implementation;
  - Promote SMME Business & Industrial Developments;
  - Development Planning support function for District Municipality;
  - Integrated Development Planning;
  - Statutory Planning
  - Environmental Management.

- **ECONOMIC DEVELOPMENT**

  ***Key Performance Areas***
  - Facilitation of the Local Economic Development initiatives in the District;
  - Facilitate and co-ordinate LED Capacity, Institutional & Operational Support initiatives;
  - Marketing of the District as a preferred investment destination;
  - Implementation of LED & Tourism projects within the district;
  - Marketing of District as a Tourism Destination;
  - Promotion, coordination and implementation of Agriculture initiatives in the District;
  - SMME, Industrial and Business Development Support Services.

***Objectives***

- Ensuring Economic Growth in the District;
- Attracting Investment to the District;
- Improving the Socio-Economic conditions of residents in the District;
- Establishing the District as a preferred destination for Tourism and Business Investment

***Key Performance Indicators***

- Improving institutional and operational support to SMME's;
- Strengthening the Tourism, Agricultural and Business Sectors in the District;
- Marketing the competitive advantages of investing in uThungulu District;
- Facilitation of the investment process for investors to the District.
- Implementation of specific catalytic intervention projects in the sectors of Agriculture and Tourism

## DEVELOPMENT PLANNING

***Key Performance Areas***

- Development Planning Function of the District Municipality;
- Ensure compliance with applicable legislation in Development Planning;
- Co-ordination of the 5 year IDP compilation process and the IDP Review Process;
- Undertake alignment of IDP Process with municipalities, sectoral departments and interested and affected parties.
- Shared Services Development Planning function;
- Statutory Planning function of the District Municipality as well as Statutory Planning functional support to the family of municipalities.

***Objectives***

- Ensure that Strategic Integrated Development Planning takes place within the District;
- Ensure successful implementation of the Development Planning Shared Services within the District;
- Ensure development takes place within the legislative framework;
- Facilitation of an Integrated Development approach throughout the District.
- Ensure that development complies with Environmental Management legislation.

***Key Performance Indicators***

- Maintaining of Development Planning Shared Services;
- Compliance with applicable legislation in development planning;
- Ensuring that development takes place according to Spatial Framework;
- Ensuring budget and IDP alignment;
- Compilation and review of District IDP.
- Compliance with Environmental Management legislation.

## C3.2.3 DEPARTMENT: FINANCIAL SERVICES

The overall objectives of the Financial Services Department is the;

- Management of Financial Municipal Reporting
- Management of Municipal Budgets
- Management of Supply Chain Management
- Management of Municipal Expenditure
- Management of Municipal Assets
- Management of Municipal Revenues
- Annual preparation of Annual Financial Statements

### BUDGET

***Key Performance Areas***

- Compliance with legislation
- Administration of Council's Standard Chart of Accounts
- Implementation of sound internal controls
- Implementation and the annual review of the District's:
- Budget policy
- Borrowing policy
- Virement policy
- Sound financial reporting mechanism for the above functions
- Administration of Council's Insurance Portfolio
- Compilation of Financial implications for items serving at all Council Structures
- Compilation of the Budget, Adjustment Budget and midyear review in terms of the MFMA and the Municipal Budget & Reporting Regulations

***Objectives***

- Preparation of an outcome based budget and enhanced budgetary controls
- Compilation of reports and returns to national, provincial government and the council structures
- Administration of Councils Insurance
- An accurate and effective financial management system

***Key Performance Indicators***

- Annual review and implementation of Budget related policies
- Co-ordination of budget process in line with Budget Regulations
- Submit monthly, quarterly and annual reports
- Monitor and report of the insurance administration
- Compliance to all legislation, circulars and practice notes

### REVENUE MANAGEMENT

***Key Performance Areas***

- Compliance with legislation and implementation of proper internal controls

- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's:
- Credit and Debt control policy
- Indigent policy
- Incentive policy
- Tariff policy
- Reporting on the above policies
- Monitoring of all grant funding as Gazette by National and Provincial departments
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries

***Objectives***

- To maintain credit and debt by-laws
- Establishment and maintenance of the indigent register
- Enhance revenue collection and accountability through proper receipting
- Improve the collection of unpaid monies
- Ensure effective and efficient customer service
- Ensure that all grant funding as Gazetted are received and reported.
- An accurate and effective financial management system

***Key Performance Indicators***

Annual revision of:

- Credit and debt control policy
- Indigent policy
- Incentive policy
- Tariff policy
- Reporting on the above policies
- Improved debtors collection per targets
- Monthly reporting of grants as gazetted
- Improved debtors collection per targets
- Monthly reporting of grants as gazette
- Implementation of proper internal controls

## SUPPLY CHAIN MANAGEMENT AND LOGISTICS

***Key Performance Areas***

- Compliance with legislation
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop and implement sound internal controls

- Review, amend and implement the District's Supply Chain Management policy annually and effect changes if applicable
- Implementation of sound internal controls
- Monitoring and controlling of stock counts
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries

***Objectives***

- The implementation and monitoring of the supply chain management policy
- Ensure the effective and efficient management of logistics
- An accurate and effective financial management system

***Key Performance Indicators***

- Annual review of Supply Change Management Policy
- Submit reports per Supply Chain Management policy and regulations
- Control and monitor quarterly stock counts
- Control and monitor logistics
- An accurate and effective financial management system
- Implementation of proper internal controls

## ASSET MANAGEMENT

***Key Performance Areas***

- Compliance with legislation and implementation of proper internal controls
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's Property , Plant & Equipment (PPE) policy
- Submission of financial information for AFS preparations
- Prompt responses to internal and external audit queries

***Objectives***

- The implementation and monitoring of the PPE policy
- Ensure an asset register is maintained by updating regularly
- An accurate and effective financial management system

***Key Performance Indicators***

- Annual review of PPE policy
- Administration of the asset register through updating and verification
- Reporting on the asset register
- Implementation of proper internal controls
- An accurate and effective financial management system

## EXPENDITURE

***Key Performance Areas***

- Compliance with legislation
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Prompt payment of all categories of creditors
- Prompt payment of staff salaries and councillor allowances
- An accurate and effective financial management system
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries

***Objectives***

- Ensure accurate and timeous payment of all categories of creditors
- Ensure accurate and timeous payment of salaries and councillor allowances inclusive of statutory payments
- An accurate and effective financial management system inclusive of statutory payments

***Key Performance Indicators***

- Monitoring of timely payments of all categories of creditors and salaries
- Monitoring of timely payments of staff salaries and councillor allowances, inclusive of statutory payments

## MANAGEMENT ACCOUNTS

***Key Performance Areas***

- Compliance with legislation
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Implementation of sound internal controls
- Implementation and the annual review of the District's:
- Investment and Banking policy
- Borrowing policy
- Develop sound financial reporting mechanism for the above functions
- Preparation of the Annual Financial Statements for Council and its entities
- Investment portfolio administration
- OPMS for finance department
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries

***Objectives***

- Compliance with legislation
- Preparation of the Annual Financial Statements

- Cash flow management strategy linked to an investment portfolio
- Reports on loans & investments
- An accurate and effective financial management system

***Key Performance Indicators***

- Preparation of Annual Financial Statements for Council and its entities
- Maintain an Investment Register and report thereon
- Maintain a Loan Register and report thereon
- Reporting on financial departments performance (OPMS)
- Management of contracts
- Reporting on Investments and Loans

## C3.2.4 DEPARTMENT: TECHNICAL SERVICES

The Department: Technical Services consists of four sections:

- Water Service Authority
- Municipal Infrastructure Implementation
- Municipal Infrastructure Operations and Maintenance
- Auxiliary Infrastructure Services
- Water Use Efficiency

***Overall Objectives***

- Research and development of new projects
- Preparation of short, medium and long term water development plans and implementation strategies
- Operation and maintenance of water and sanitation schemes
- Implementation of all capital projects of the municipality
- Approval of building plans for Nkandla Local Municipality.
- Operation and management of the Regional Solid Waste site
- Operation and management of the Regional Cemetery site
- Coordination and support of the local municipalities in among other things developing and updating the:
  - Energy Sector Plans,
  - Waste Management Plans
  - Road Asset Management System (RAMS)

An overview and analysis of the functions of per directorate within the Technical Department:-

### WATER SERVICE AUTHORITY

***Key Performance Areas***

- Preparation of the Water Services Development Plan

- Formulation and update of water by-laws
- Communicating council policies to the communities
- Formulation of technical guiding principles for tariff formulation and review
- Compilation of the water and sanitation master plan
- Formulation of the survival water distribution plan and strategy
- Water quality management performance assessment
- Formulation and implementation of the water conservation and water demand management strategy

***Objectives***

- Monitor the reduction of water services backlog
- Update the water services master plans
- Align projects and budget to the IDP frame
- Ensure that project expenditure is aligned to the cash flows
- Ensure that communities understand the council policies and procedures related to water services operation

***Key Performance Indicators***

- Compilation and updating of the WSDP
- Compilation of the water and sanitation master plan
- Doing project feasibility studies (Research and Development)
- Compilation of project business plans
- Formulation of the water services by-laws
- Communicating council policies with the public and other sectors
- Verifying and aligning the KZN infrastructural development projects (housing and industrial) with the WSDP and advise council accordingly of these projects
- Designing of small water project and giving comments to all designs received from the consultants
- Managing and updating project budgets and cash flows and reporting to the external funders
- Preparation of the survival water distribution plan
- Management of water related reports and ensure compliance with the applicable legislation

## MUNICIPAL INFRASTRUCTURE IMPLEMENTATION

***Key Performance Areas***

- Planning, designing and construction of Landfill Sites
- Planning, designing and construction of Regional cemeteries
- Oversight role of the Energy Sector Plan
- Implementation of new water and sanitation projects
- Approval of building plans for Nkandla Local Municipality
- Management and operation of the Regional Landfill Site
- Management and operation of the Regional Cemetery Site

***Objectives***

- To successfully implement the backlog reduction strategy of council related to water services infrastructure
- To successfully implement and complete approved projects in time and within budget
- To support the local municipalities with quality service in terms of the building plan approval and to give proper and accurate guidance related to building inspectorate function
- To oversee the implementation of a comprehensive energy sector plan for the District and proper planning of electricity distribution within the municipalities

***Key Performance Indicators***

- Managing the construction of both water and sanitation projects
- Responsible for the implementation of both the bulk and reticulation networks
- Preparing project progress reports
- Interpretation of drawings
- Preparation of the construction programme for the SMME's
- Approving the material requisitions for the SMME's
- Sourcing and interviewing the newly established SMME's
- Allocating work to the SMME's
- Managing the SMME's and giving feedback on their performance
- Coordinating training in terms of the EPWP requirements
- Approving payments for the SMME's
- Doing project inspections and supporting the site technicians
- Design and construction of all council's approved infrastructural projects and ensuring the following:
  - Construction methods are environmentally sound
  - Construction methods promotes local economic development
  - All projects meet the municipality's objectives in terms of level of service, supply areas (project footprint), construction timeframes
  - Project is constructed in accordance with all standard details of council
  - Progress reports and cash flows are updated and submitted timeously to the relevant committees of council and to the respective Provincial and National government departments
- Building control function for Nkandla Local Municipality
- Operations and maintenance of the Regional Landfill site
- Operations and maintenance of the Regional Cemetery

### MUNICIPAL INFRASTRUCTURE OPERATIONS AND MAINTENANCE

***Key Performance Areas***

- Management of council water services infrastructure (assets)

- Management of the service support agent executing the water service provider function for rural areas and management of other service providers appointed within the directorate
- Management of the council's survival water distribution programme
- Management of borehole development programme of the municipality
- Management of the drinking water quality programme and ensuring compliance with applicable legislation
- Management of the wastewater quality programme and ensuring compliance with applicable legislation
- Implementation of the tanker reduction strategy of the municipality
- Implementation of the water conservation and water demand management strategy of the municipality
- Ensure that the water services infrastructure complies with all OHS act requirements
- Management of the water services call centre

***Objectives***

- To keep all the municipality's water and sanitation schemes in good operational conditions
- To ensure that the municipality gets value for money with the appointment of external service providers and that all performance targets in terms of the service level agreements are achieved
- To provide effective management to the water survival programmes and keep all water supply points operational
- To locate new cluster of communities with water that qualifies for the new boreholes and hand-pump and to ensure that all existing hand pumps are operational

***Key Performance Indicators***

- Operation and maintenance of all water services infrastructure which includes the following:
  - Ensuring that all rural water schemes are functional
  - Water production is in terms of the applicable specifications and national guidelines
  - Ensuring that all town water networks are functional and without leaks
  - Ensuring that the sewage systems and plants are operational and maintained in accordance with the prevailing legislation
  - Ensuring that water quality tests are done and checked against the SANS 241 specifications
- Responsible for the water loss management
- Responsible for the emergency and drought relief programmes of the municipality which includes the following:
  - Drilling, testing and equipping of new boreholes

- Repairs and maintenance of hand pumps
- Spring development and protection
- Provision of water through the water tankers

#### AUXILIARY INFRASTRUCTURE SERVICES

Although due to financial constraints this function has not taken off completely, its function is to support the local municipalities in several infrastructural related activities pertaining to:

- Transportation;
- Energy
- Housing
- Sports infrastructure
- Waste management

### C3.2.5 DEPARTMENT: CORPORATE SERVICES

The Department: Corporate Services consists of the following sections:

- Administrative Services
- Human Resource Management
- Information Technology

#### ADMINISTRATIVE SERVICES

This section is responsible for the smooth and efficient operation of Council and the provision of general administrative services.

***Key Performance Areas***

- **Committee/Secretariat Services**
  This Section is responsible for the compilation of agendas, minutes, reports, etc. of Council, EXCO, Portfolio Committees and ad-hoc committees.
- **Registry and Records**
  Registry and records keeps and maintains all records of Council, both physical and electronic records.
- **Councillor Support**
  This section provides a support service to councillors.
- **Delivery Services**
  This section is responsible for the internal and external delivery and distribution of councils communication material, be it agendas, reports, letters, notifications, etc.
- **Printing and Photocopy Services**
  All communication material is reproduced in this section.
- **Fleet Control**
  This section is responsible for the internal control and allocation of Councils fleet vehicles.

- **Building Control**
  Building control is responsible for the upkeep and maintenance of council's buildings.

***Key Performance Indicators***

- Ensure that the access to information manual is revised and updated as per legislation;
- Provision of efficient and effective General Administrative Services

## MANAGEMENT SERVICES

- **Recruitment and Selection**
  This section is responsible for the recruitment and selection of staff.
- **Organisational Development**
  The achievement of the Employment Equity Plan of the organization is coordinated by this section. Coordination of the Job Evaluation This section is also responsible for the reviewing and updating of the organizational structure on monthly basis. Identification of personal growth of each employee in the Municipality
- **Skills Development and Training**
  This section formulates the WSP and equips staff with the necessary skills to meet the demands of their jobs. The section also coordinates the formulation of the annual Skills Audit, compiles and submits the Workplace Skills Report. All training and development events, including Bursaries, Learner ships, and Learning Programs are handled by this section, as is all contact and liaison with external Providers.
- **Human Resource Administration**
  HR Administration provides a service to its internal customers and assists with issues such as benefits, leave, allowances, subsidies, etc. The Section also ensures that all Human Resources Policies and Procedures are updated from time to time to ensure compliance with extant legislation and HR best practice.
- **Occupational Health and Safety**
  This section monitors compliance with legislation and ensures that measures for a safe and healthy environment for employees are in place. It focuses on implementing corrective measures to eliminate hazards in the workplace.
- **Employee Assistance**
  This program takes care of the emotional, physical, psychological, wellbeing of employees. It is a program that assists employees to deal with problems whether it is experienced at work or at home.
- **Industrial Relations**
  This section concerns itself with ensuring the existence of healthy labour relationships by: being pro-active in resolving employee grievances/issues, professional handling of disciplinary or misconduct matters, and by championing dialogue through consultation and collaboration.

***Key Performance Indicators***

- Rollout and maintenance of Employee Assistance Programme
- Implementation and compliance with Occupational Health and Safety
- Election and training of Safety Reps
- Skills Development and implementation
- Timeous handling of Grievances and Discipline
- Updated Policies
- Skills shortages identified and addressed

## INFORMATION TECHNOLOGY

This section provides the IT infrastructure and systems to help the organization realize its goals and objectives by aligning IT services with the Integrated Development Plan.

The District Municipality updated it's ICT Governance Charter in line with DSPA recommendations as of June 2014. In respect of the Framework that is already in place, the Auditor General in their audit of the 2014-15 year found that the ICT Framework is already in line with the DPSA requirements. The Municipality is also aware of Circular 29 of 2014 - ICT Governance Framework and the possible ramifications it may have on the current framework going forward. The Municipality will ensure that the already compliant ICT Framework remains aligned with DPSA requirements as and when changes are forthcoming.

In terms of the IT Strategy, this too was found by the Auditor General to be compliant and aligned with the current IDP. In order to ensure that the Municipal Leadership, both political and administrative, two workshops will be held during the remainder of the 2014-15 year to ensure that the Strategy is updated and supportive of the IDP. The first workshop is planned for 19 November 2014 at which time members of Manco will review the Governance Charter, IT Strategy and the Security policy. During the latter part of the financial year, a similar workshop will be held and will include the political leadership to sensitise members as to their responsibilities with respect to ICT Governance and also to ensure that at a political level that the Strategy is aligned with the IDP. These sessions and reviews will be held on an ongoing basis to ensure alignment in the future.

***Key Performance Areas***

- Email, Internet, Intranet and Document Management Services (DMS)
- Help-desk services
- Provision of software and hardware
- Disaster Recovery Systems
- IT strategy and Master Systems Plan (MSP)

***Key Performance Indicators***

- Up-time of 90%+ for email, Internet, Intranet and DMS
- Provide friendly, effective and efficient help-desk services
- Reduce software licensing costs by 20% by introducing less costly systems
- Effective recovery of data after any disaster within 48 hrs
- The IT strategy and MSP is refreshed and aligned with the current IDP

## C3.2.6 DEPARTMENT OF COMMUNITY SERVICES

The Community Services Directorate is responsible for the following services:

- Disaster Management
- Municipal Health Services
- Community & Social Services
- Cemetery & Crematoria

***Overall Objectives***

- Provision of community services in the District
- Promotion of social development in the District
- Crime prevention and awareness in the District
- Community awareness on diseases in the District
- Sound co-ordination of the Disaster Management function
- Rendering of Fire Fighting Services
- Environmental Health implementation and monitoring
- Establishment and expansion of Regional Cemetery

***Key Performance Areas***

- Fire Fighting Services
- Disaster Management
- Environmental Awareness and Community education on diseases
- Marginalised Groups
- Community Awareness and education on HIV/Aids
- Expansion of Regional Cemetery

***Key Performance Indicators***

- Rendering of Fire Fighting and Disaster Management services
- Fire Fighting and monitoring
- Management of the Disaster Management Centre
- Maintenance of a safe, healthy and hygienic environment
- Monitor and report on crime
- Celebration of Women's day
- Youth day celebration
- Celebrate Heritage day

- Empowerment of disabled people
- Annual prayer day
- Educate community on HIV/Aids
- Management of Regional Cemetery

### C3.2.7 STAFF COMPLEMENT

**Table 38: Staff Complement** indicates the current staff complement and vacancies as per each section/vote for permanent and contract staff as at 31 January 2015 **(To be updated in Final IDP)**

| DEPT | SECTION (Sub Votes) | BUDGETED STAFF | CURRENT STAFF | VACANCIES |
|---|---|---|---|---|
| **Department of the Municipal Manager** | Department of the Municipal Manager - 111004 | 18 | 15 | 3 |
| **Department of Deputy Municipal Manager Economic Development & Planning** | Executive Division - Planning & Development - 113006 | 2 | 2 | 0 |
| | Economic Development- 113001 | 6 | 4 | 1 |
| | Planning Shared Services - 113003 | 1 | 1 | 0 |
| | Development Planning & Environment - 113004 | 5 | 2 | 2 |
| | Fresh Produce Market - 113005 | 5 | 5 | 0 |
| **Department of Community Services** | Executive Division - Community & Social Services - 14004 | 2 | 2 | 0 |
| | Community Services Division - 114001 | 10 | 10 | 0 |
| | Technical Facility Services - Cemetery - 114003 | 5 | 5 | 0 |
| | Fire Fighting Services (Shared Services) - 116001 | 0 | 0 | 0 |
| | Environmental Health Services: Municipal Health Services - 117001 | 25 | 25 | 0 |
| | Public Safety Disaster Management - 114002 | 10 | 5 | 5 |
| **Department of Corporate Services** | Executive Division - Corporate Services - 111002 | 2 | 1 | 1 |
| | Administrative Services Division - 111003 | 20 | 18 | 2 |
| | Management Services / Human Resources - 112001 | 18 | 17 | 1 |
| | Information & Communication Technology - 112010 | 7 | 6 | 1 |
| | Auxiliary Services - uThungulu House - 112005 | 14 | 14 | 0 |
| | Property Services - Satellite Offices - 112006 | 3 | 3 | 0 |
| **Department of Financial Services** | Executive Division – Financial - 112002 | 3 | 3 | 0 |
| | Expenditure - 112004 | 17 | 15 | 2 |
| | Procurement (SCM Unit) - 112011 | 18 | 17 | 1 |
| | Budget - 112008 | 6 | 4 | 2 |
| | Finance Interns - 112009 | 9 | 7 | 2 |
| | Management Accounts & Reporting - 112012 | 3 | 2 | 1 |
| | Consumer Billing & Credit Control - 124003 | 40 | 38 | 2 |
| **Department of Technical Services** | Executive Division Technical - 115001 | 2 | 2 | 0 |
| | Municipal Infrastructure – Operations & Maintenance - 115002 | 12 | 9 | 1 |
| | Municipal Infrastructure Implementation - 115003 | 18 | 18 | 0 |

| | | | | |
|---|---|---|---|---|
| | Project management Unit – MIG - 115007 | 7 | 5 | 2 |
| | Water Services Authority Division -124001 | 17 | 14 | 3 |
| | Water Services Authority Division -SSA 124002 | 77 | 67 | 10 |
| | Operations & Maintenance - Western Region (KZ285 & KZ286) - 124004 | 13 | 11 | 2 |
| | Operations & Maintenance - Southern Region (KZ284) - 124005 | 33 | 30 | 3 |
| | Operations & Maintenance - Eastern Region (KZ281 & KZ283) - 124006 | 0 | 0 | 0 |
| | Technical Facility Services Landfill - 122001 | 14 | 12 | 2 |
| | Sanitation - 125001 | 4 | 3 | 1 |
| **Total Staff Complement** | | **441** | **392** | **50** |

## C3.2.8 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

**Table 38a: Critical Posts – As at 31 October 2014 (To be updated in Final IDP)**

| POST VACANT | DEPT | STATUS VACANCY OCCURRED | DATE POST VACANT | RECRUITMENT PROGRESS REPORT COMMENTS AS AT | | | REASONS POST NOT FILLED WITHIN THREE MONTHS |
|---|---|---|---|---|---|---|---|
| | | | | 30 JUNE 2014 | 31 OCTOBER 2014 | 25 FEBRUARY 2015 | |
| MANAGER OPS & MAINTENANCE | Technical | Turn Over Post 2011/2012 | 1-Oct-11 | Meeting scheduled 27.03.2014 to discuss way forward between DMM:CS and user dept | JD forwarded to SALGA to re-evaluate and to advice on standby allowance for Technical Services Managers | Salary to be reviewed. | Head-Hunting process has commenced. The closing date for the CV's from the Recruitment Agencies was 12 November 2014. HR received three (3) applications, one candidate has been shortlisted. Recruitment process to be followed. |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| MANAGER OPS & MAINTENANCE | Technical | New Budget Post 2012/2013 | 1-Jul-12 | Meeting scheduled 27.03.2014 to discuss way forward between DMM:CS and user dept | JD forwarded to SALGA to re-evaluate and to advice on standby allowance for Technical Services Managers | Salary to be reviewed | Head-Hunting process has commenced. The closing date for the CV's from the Recruitment Agencies was 12 November 2014. HR received three (3) applications, one candidate has been shortlisted. Recruitment process to be followed |
| MANAGER OPS & MAINTENANCE | Technical | Turn Over Post 2013/2014 | 31-Mar-14 | | Short listing done 22.05.2014. CBA Done 26.05.2014. Candidates did not met the benchmark - headhunting process is in progress | Salary to be reviewed | Head-Hunting process has commenced. The closing date for the CV's from the Recruitment Agencies was 12 November 2014. HR received three (3) applications, one candidate has been shortlisted. Recruitment process to be followed |
| Senior Manager Water Use Efficiency | Technical | New Position 14/15 Financial Year | 01 July 14 | | Short listing done 22.05.2014. CBA Done 27.05.2014. Candidates did not met the benchmark - headhunting process is in progress | | Head-Hunting process has commenced the closing dates for the CV's from the Recruitment Agencies was 12 November 2014. HR received no CV's. |

*No Section 57 positions vacant, 4 Critical Positions Vacant: 11.77%, 390 Positions filled: 88.23%*

# C3.3 HUMAN RESOURCE

## HUMAN RESOURCES STRATEGY

A human resource strategy is a long-term plan of action based on the human resource priorities. The plan must ensure that employees have the right skills and motivation as a contribution to future of the municipality. The strategy requires a knowledgeable and experienced workforce with excellent leadership.

*The HR strategy is currently being reviewed and the highlights below still need to be approved by Council in the final policy:*

There is a view on the Human Resources Development proposition and its contribution towards achieving the municipality's outcome. The strategic role of HRD is to facilitate improvement in performance through its personnel and involves the following:

- Facilitate business transformation by developing leaders through succession programmes, building capacity in operational planning and forecasting future needs, attract and retain the key skills for development purposes.
- Build the capacity of line managers to manage effectively and efficiently
- Ensure that the HRD strategy is aligned to and supports the business strategy
- Ensure the development of sustainable skills which includes critical skills for the ever-changing and demanding environment.

## HUMAN RESOURCES DEVELOPMENT (TO BE UPDATED IN FINAL IDP)

Investment in employee development and training is a focus to support UDM employees. The strategy will empower the human talent and enhance their knowledge base and to maximize their performance. UDM believe that the focus on building capacity through developing all levels of employees can create a sustainable environment.

UDM currently employs 392 employees and its commitment to employee development is demonstrated by setting aside R 1 000 000.00 (Councilors and Officials Training) and R591 245.00 for (Subsistence and Travel Allowance) in 2014/2015 Financial Year for employee development.

## HUMAN RESOURCE DEVELOPMENT PLAN

- **Convert strategy**

  This strategy will be used where critical skills in the municipality can be redirected through training and development of existing employees using internal skills development strategies (mentoring, coaching, on job training). The convert strategy will focus on core scarce and critical skills through retraining. This will be achieved through learnerships, training interventions and recognition of prior learning.

- **Create Strategy**

  Create strategy will be used to create a skills pool that would address future skills demands in the municipality. This will be achieved through capacitating existing employees within the identified areas of critical and scarce skills. The assessment, reviews and mentorship programme will be undertaken to assess its success as a skill development and retention strategy. The municipality has plans to provide a range of training for managers to equip them to coach, empower and lead staff effectively and provide an environment which motivates staff.

- **Integrated Talent Management Program includes**
  - Leadership Development ;
  - Management Advance Program (MAP); and
  - Learnership Programmes

- **Succession Development Plan**

  The Succession Development Plan is a programme with the focus on general management development, the development of specific competencies based on a thorough candidate assessment, team development and various other organization competencies

## C3.4 HUMAN RESOURCE ADMINISTRATION

Human resources strategy provides oversight to each of the functional units, and provides guidance and advice to management on personnel matters such as salary and benefits, employee data management and recording of turnover. The municipality is moving from the manual capturing of leave to the Electronic Self Service (ESS). This will be tested in 14/15 Financial Year.

- **Human Resources Development Plan (WSP)**

  The workplace skills plan for 2014/2015 Financial Year is in place, it was submitted to the Local Government SETA on 30 April 2014. The municipality has appointed the Organizational Development Specialist who will ensure that the proper training of employees is identified and the employees are sent to the trainings with the National Qualification Framework. Employees in the up-coming year will be trained in various development programs i.e. Management Advancement Program (MAP) and Senior Leadership Program with WITS Business School and Executive Human Resources Management at Stellenbosch University.

  Some employees were also identified to attended the various structured programs i.e. Marketing Program with WITS Business school (NQF Level 7), Municipal Finance Management Programme with Belgravia (NQF Level 6), Process Controllers at NQF Level 2 this program will assist the Municipality to achieve the Blue/Green drop compliance

**Councillors Intervention:**

Seven Councillors are attending the CPMD program with Wits Business School

Five other Councillors are attending the Certificate in Local Government with MANCOSA

- HRA Administration strategy provides oversight to each of the HRA functional units, and provides guidance and advice to management on personnel matters, such as organizational structure, salary and benefits, employee data management, training and development, performance management and recording of terminations.
- The personnel policies and practices, proposed legislation, improvement of personnel systems and processes are other important responsibilities.
- The unit is also responsible for the establishment and maintenance of classification for all positions in the municipality.

HRA serves as the liaison on personnel matters with various sections and departments within the municipality

## C3.4.1 HUMAN RESOURCE POLICIES AND LEGISLATION

### CODE OF CONDUCT

Councilors and staff members are required to sign a Code of Conduct and Declaration of Financial Interest form on an annual basis, which must be certified by a Commissioner of Oaths. These records are kept for internal and external audit purposes.

### HR DEVELOPMENT PLAN (WORKPLACE SKILLS PLAN)

A Workplace Skills Plan is in place and it focuses, inter alia, on the following:

- Employment profile
- Employee qualification profile
- Strategic objectives
- Annual training and skills priorities
- Education and training interventions required to achieve training and skills development priorities
- Number of beneficiaries to be trained
- Learner ship skills programmes and apprenticeships
- Quality assurance - Providers to be used for planned training and development activities
- Employment Equity Plan

The Focal Areas of uThungulu Employment Equity Plan are as follow:

- Job Grading
- Communication
- Culture
- Recognition

- Succession Planning
- Recruitment & Selection
- Set Numerical Targets per Employment Category
- Employment of people with disabilities

## C3.5 POLITICAL COMMITTEES

The municipality has a council led by Cllr AH Mthembu – Speaker and consisting of 41 members

The executive committee is led by the Mayor (Cllr. TVB Mchunu) and consists of 7 members. Council established the following committees in terms of section 80 of the Municipal Structures act:

- Corporate Services
- Community Services
- Technical Services
- Financial Services
- Planning Committee

Council established the following committees in terms of section 129 of the Municipal Finance Management Act, and sections 33 and 79 of the Municipal Structures Act.

- Rules Committee
- Municipal Public Accounts Committee (MPAC)
- Audit Committee
- Performance Audit Committee

## C3.6 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

Municipal Transformation in uThungulu is the development of institutional systems and processes to support the District's development strategies and initiatives. Municipal transformation deals with transforming the organisation into a sustainable high performance organisation, in which employees are developed, valued, empowered and motivated, quality management, is embedded in all managerial practices and processes, and service delivery in terms of the IDP takes priority.

### STRENGTHS AND OPPORTUNITIES

- LGTAS in place
- Well-functioning EXCO and Council structures
- Communication Strategy approved by Council annually
- IDP Alignment processes take place on a quarterly basis
- Implementation of the UDM Economic Development Framework:

- Towards a Green Economy by the LED Structures created further opportunities for growth and development
- Functional GIS section
- Planning Shared Services
- HR Development Plan and Employment Equity Plan in place
- Compliance with financial requirements and submission deadlines according to all procedures and policies in place
- Compliance with SCM requirements

### Weakness and Threats

- Programmes on hold due to lack of funding. The UDM is predominantly dependant on financial grants.
- Lack of skills within the organisation remains a huge challenge
- Portfolio Committees not sitting due to lack of quorums impacts on service delivery.

## C4.0 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

## C4.1 WATER & SANITATION

**Due to internal processes not being finalised this section will only be updated in final IDP**

uThungulu District Municipality, in terms of the Water Services Act, is the Water Services Authority in respect of its area of jurisdiction, apart from the City of uMhlathuze.

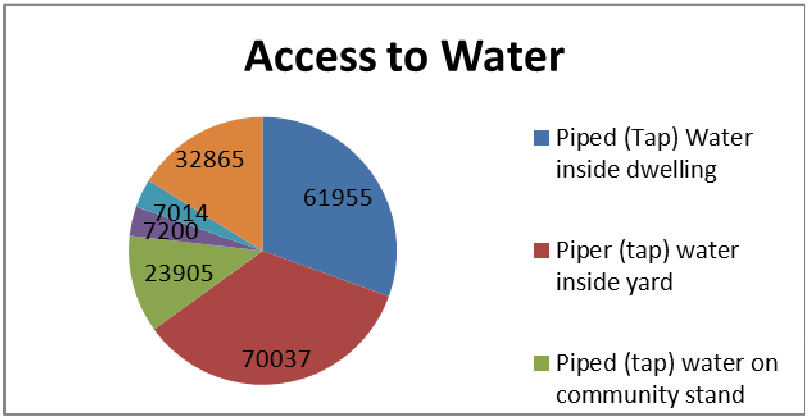
According to the 2011 census, there has been an increase in the number of households with water inside their yards and well as access to communal stands. The following table comparing the 2001 and 2011 census results is provided:

**Table 39: Access to Water Sources**

| Piped water Inside | | | Piped water on communal stand | | | No Access | | |
|---|---|---|---|---|---|---|---|---|
| 1996 | 2001 | 2011 | 1996 | 2001 | 2011 | 1996 | 2001 | 2011 |
| 26.6 | 38.1 | 65 | 4.7 | 17 | 18.8 | 66.2 | 44.9 | 16.2 |

*Source: 2011 Census*

**Graph 22: Access to Water**




*Source Census 2011*

**Map 33: Water Services – With Water**

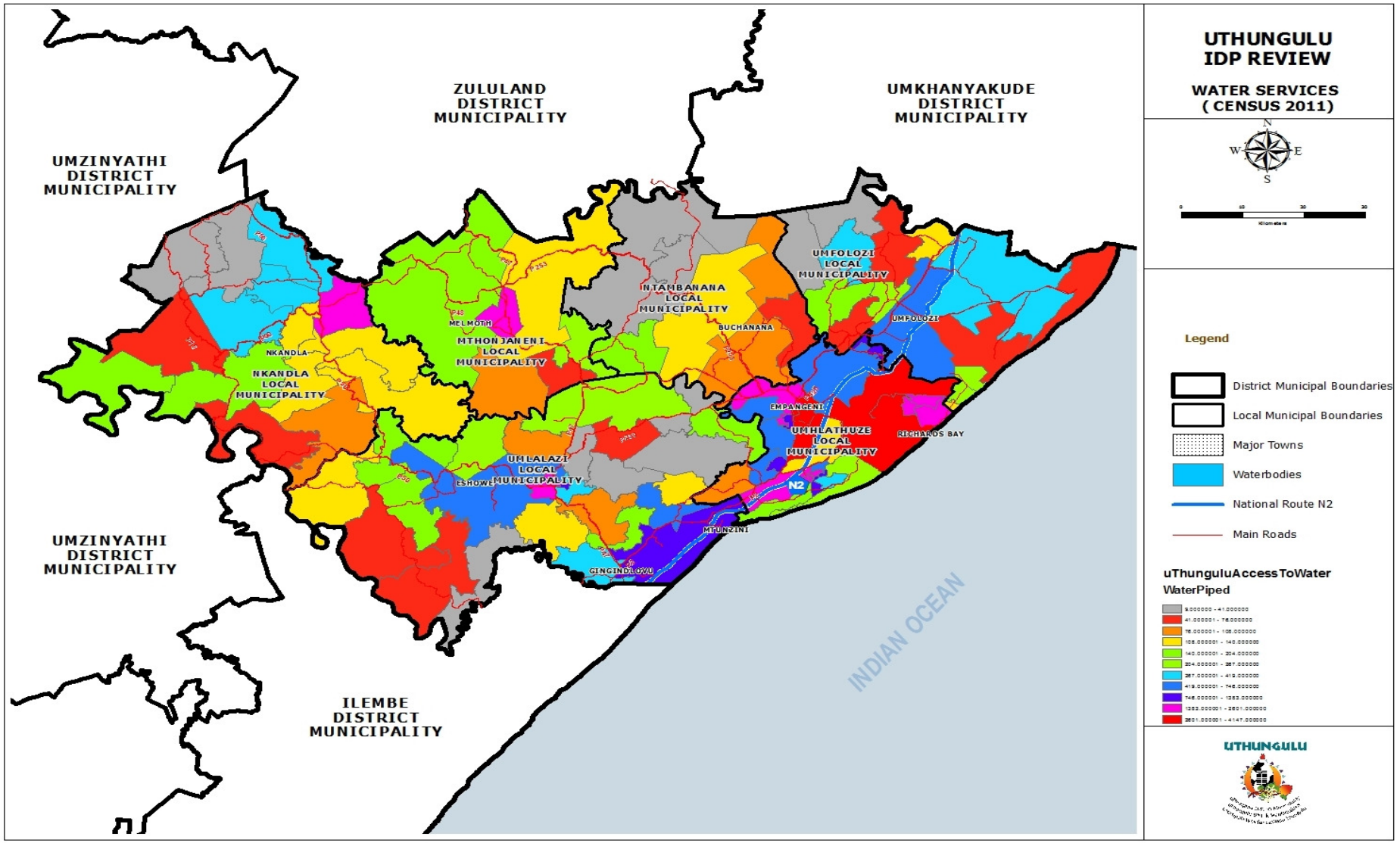


**Table 40: Survey of Rivers within the District**

| KZ | RIVER NAME | COMMENTS |
|---|---|---|
| 281 uMfolozi Municipality | 4. Msunduzi | Never been dry |
| | 5. uMfolozi River | Dry in winter for at least 2 months |
| | 6. Small localized dams throughout the Municipality | Never dry |
| 282 uMhlathuze | 5. Nsezi | Never Dry |
| | 6. Umhlathuze | Never Dry |
| | 7. Lake Chubu | Never Dry |
| | 8. Lake Mzingazi | Never Dry |
| 283 Ntambanana | 1. Mfule River | Never Dry |
| | 2. Hlambanyathi | Never Dry |
| 284 uMlalazi | 1. Mhlathuzana | Never Dry |
| | 2. Mozane "Dam" | Localized "Dam" |
| | 3. Dengwini | Levels get low in winter |
| | 4. Ntenjane | Levels get low in winter |
| | 5. Thukela | Never Dry |
| | 6. Phobane Lake | Never Dry has back up supply from Thukela River |
| | 7. Ndlovini | Levels get low in winter |
| 285 Mthonjaneni | 1. No Rivers | Can benefit from KZ 283 rivers as they are very close |
| 286 Nkandla | 1. 1 Mhlathuze River | Never Dry |
| | 2. 2 Nsuze River | Never Dry |
| | 3. 3 Thukela River | Never Dry |

All of the above is the result of expenditure in water and related infrastructure. Such expenditure is guided by the Water Services Development Plan (WSDP) and O&M Plan all to which is being review during 2014/2015 financial year.

The focus of the WSDP being as follow:

- Reflection of current levels of services experienced by communities.
- Revised need for water services by all communities in the district.
- Prioritized projects for development of water services, coupled with budgets and time frames.
- Strategies regarding technical, social and financial principles of water sources.

The WSDP also deals with issues pertaining to the provision of sanitation services. The eradication of water backlogs have been addressed since the 2001/2002 financial years. The backlogs for water and sanitation (as the main expenditure items on the municipal budget) relate to the following RDP standards:

- The minimum RDP level of water supply is 25 litres per capita per day within a walking distance of 200m.
- The minimum RDP level of sanitation supply is 1 VIP per household, detached from the household, inclusive of superstructure.

The following are the new UDM Strategies relating to water and sanitation provision:

- Low Cost Housing Projects
  - The UDM will install basic water infrastructure (reticulation and bulk)
  - Rural: Metered connection within 200 m from dwelling (funded from housing subsidy)
  - Urban: Metered connection on plot boundary
  - Households have a choice of minimum free basic or metered above 6 kl/month stepped tariffs
  - Developer to construct basic on-site sanitation (VIP's)
- Upper Income Housing Developments
  - The developer constructs all water and sanitation infrastructure, including bulk where there is not sufficient capacity, at own cost
  - UDM to approve design standards
  - Households billed on metered stepped tariffs
- Industrial Developments
  - The developer constructs all water and wastewater infrastructure, including bulk where there is not sufficient capacity, at own cost
  - UDM to approve design standards
  - Water consumption billed on metered fixed tariff
  - New policy to be developed regarding wastewater disposal of large wet industries – incentives to do pre-treatment
- Metering System
  - Proposed metering of inlets/outlets of all bulk water infrastructure, WTW, pump stations, reservoirs, for water balancing purposes
  - All connections, including communal stand pipes to be metered
  - New design created for metered yard connections
- Implementation of SMME programmes including EPWP
  - Strategy document to Implement Small contractor development on water reticulation projects
  - Involves Level 1 contractors registered with the CIDB
  - Various disciplines to train, support and develop the contractors
  - Assistance from Department of Public Works required regarding the EPWP

The strategy to eradicate backlogs is summarized as follow:

- **WATER:**

  As a first objective to provide at least 90% of the backlog population with a water volume of 5l/capita/day within a 1000m walking distance, and; as a second objective to provide at least 35% of the backlog population with water to the RDP level of service, i.e. 25l/capacity/day.

- **SANITATION:**

  Provide basic health hygiene to at least 90% of the backlog population and to provide at least 25% of the population with sanitation facilities in the form of a VIP latrine.
  Planning for future requirements has been done on the basis of a master planning study that investigated various options on the basis of their economic, technical, environmental, social suitability and cost. The master planning produced revised design criteria and updated areas of coverage for bulk and reticulation infrastructure. The supply zones were simplified into 5 supply areas for the district in order to distinguish logical water supply catchments as indicated in the following table;

**Table 41: Water Catchments**

| SUPPLY AREA | SUB-SUPPLY AREA | LOCAL MUNICIPALITY | SURFACE WATER SOURCE |
|---|---|---|---|
| Goedertrouw | Greater Mthonjaneni | uMlalazi/ Ntambanana/ Mthonjaneni | Goedertrouw Dam |
| | Kwahlokohloko | | |
| Middledrift | Eshowe<br>- | uMlalazi/ Nkandla | Tugela River |
| Vutshini-Nkandla | Vutshini | Nkandla | Nsuze River |
| Upper Nseleni Mhlana | Nkandla<br>Upper Nseleni | Ntambanana/ Moonambi | uMhlathuze City (lake Mzingazi, Nsezi) |
| | Mhlana-Somopho | | |
| uMfolozi | | uMfolozi | uMhlathuze City (lake Mzingazi) |

*Source: WSDP*

In addition to the above, there are about 200 small, stand-alone supply schemes in the District that supply water to many rural areas. At least 125 of these schemes are fed by boreholes or springs. However, these groundwater resources are either not reliable of too low-yielding to be relied upon for the establishment of bulk supply systems. For this reason surface water resources are relied upon to a greater degree to feed the bulk water systems while groundwater resources are used in the interim to maintain existing services levels and provide a survival level of service in remote and drought affected areas in the District.

During 2015/16 financial year a revision of the IWMP plan has been budgeted for. With the revision of the Plan all waste collection and landfill activities in ourdistrict will be included.

**Map 34: Water Backlogs (Without piped water)**

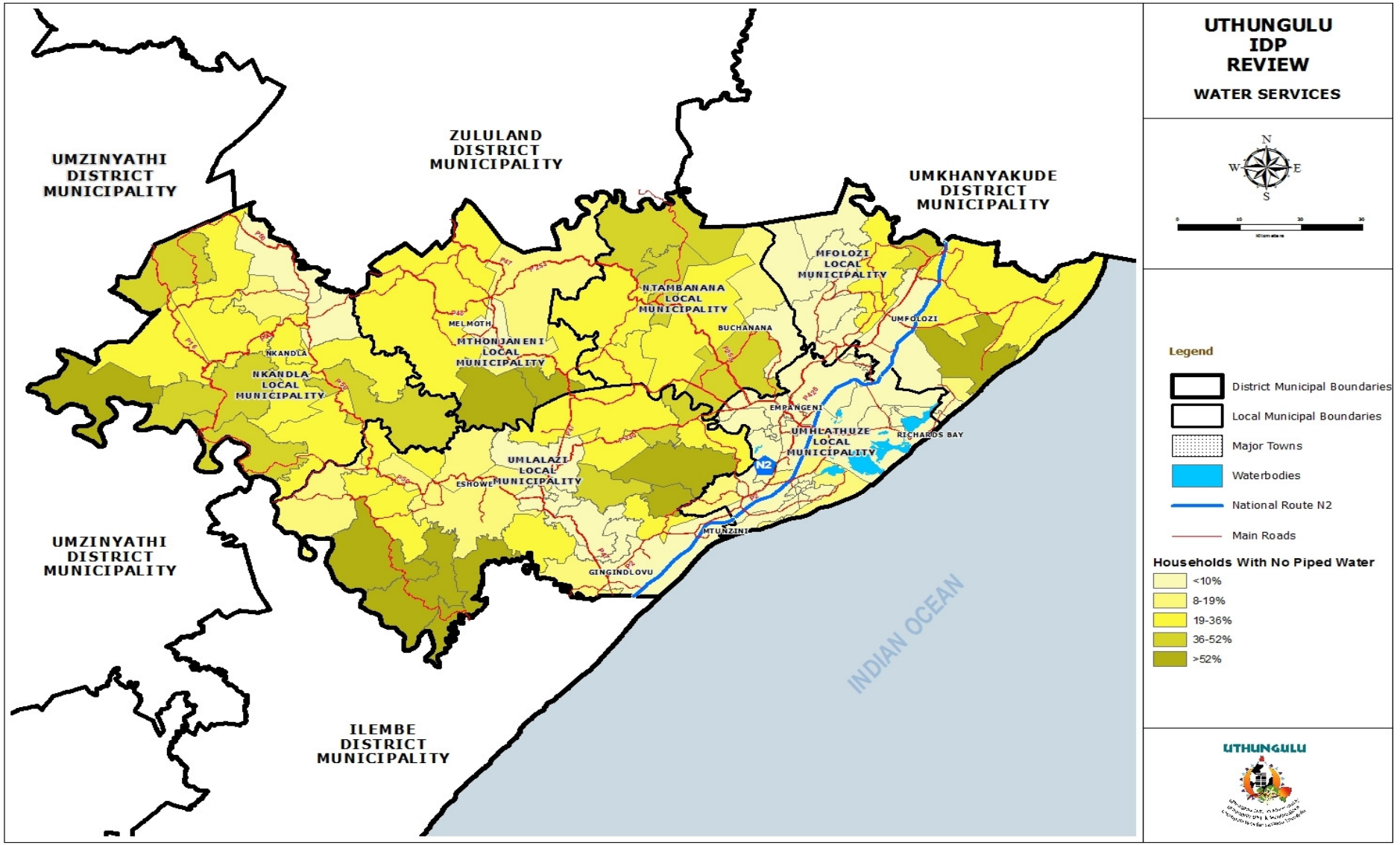
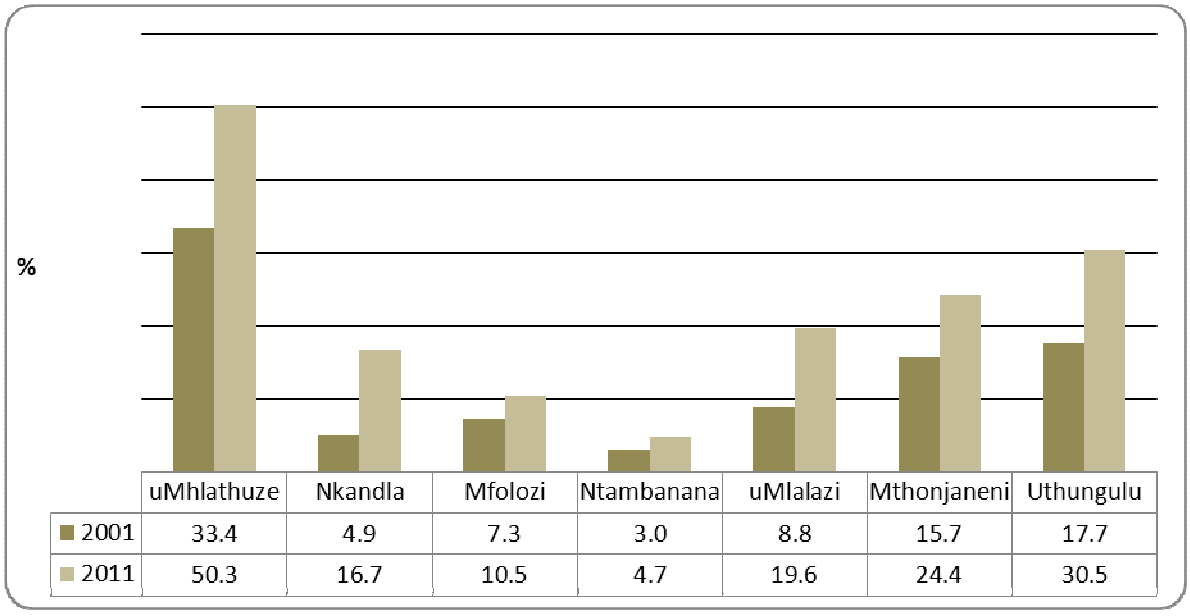


**Table 42: Water Supply Backlog in uThungulu District**

| | 2001 / 2002 HOUSE HOLDS | 2001/2002 % BACKLOG | 2008 / 2009 HOUSE HOLDS | 2011 HOUSE HOLDS | 2011 HOUSE HOLDS WITH WATER | 2011 HOUSE HOLDS WITHOUT WATER | 2013/2014 % BACKLOG | 2014/15 % BACKLOG |
|---|---|---|---|---|---|---|---|---|
| **uMfolozi (KZ281)** | 12664 | 97% | 20 615 | 25584 | 21273 | 7407 | 34% | 34% |
| **Ntambanana (KZ283)** | 9528 | 81% | 16 339 | 12828 | 8694 | 4308 | 42% | 40% |
| **uMlalazi (KZ284)** | 34484 | 82% | 42 623 | 45063 | 33525 | 4131 | 47% | 47% |
| **Mthonjaneni (KZ285)** | 6056 | 78% | 9 712 | 10431 | 7485 | 11535 | 28% | 28% |
| **Nkandla (KZ286)** | 21085 | 72% | 25757 | 22461 | 15057 | 2955 | 31% | 31% |
| **Total** | **83817** | **81%** | **115 046** | **116367** | **86034** | **30336** | **39 %** | **36%** |

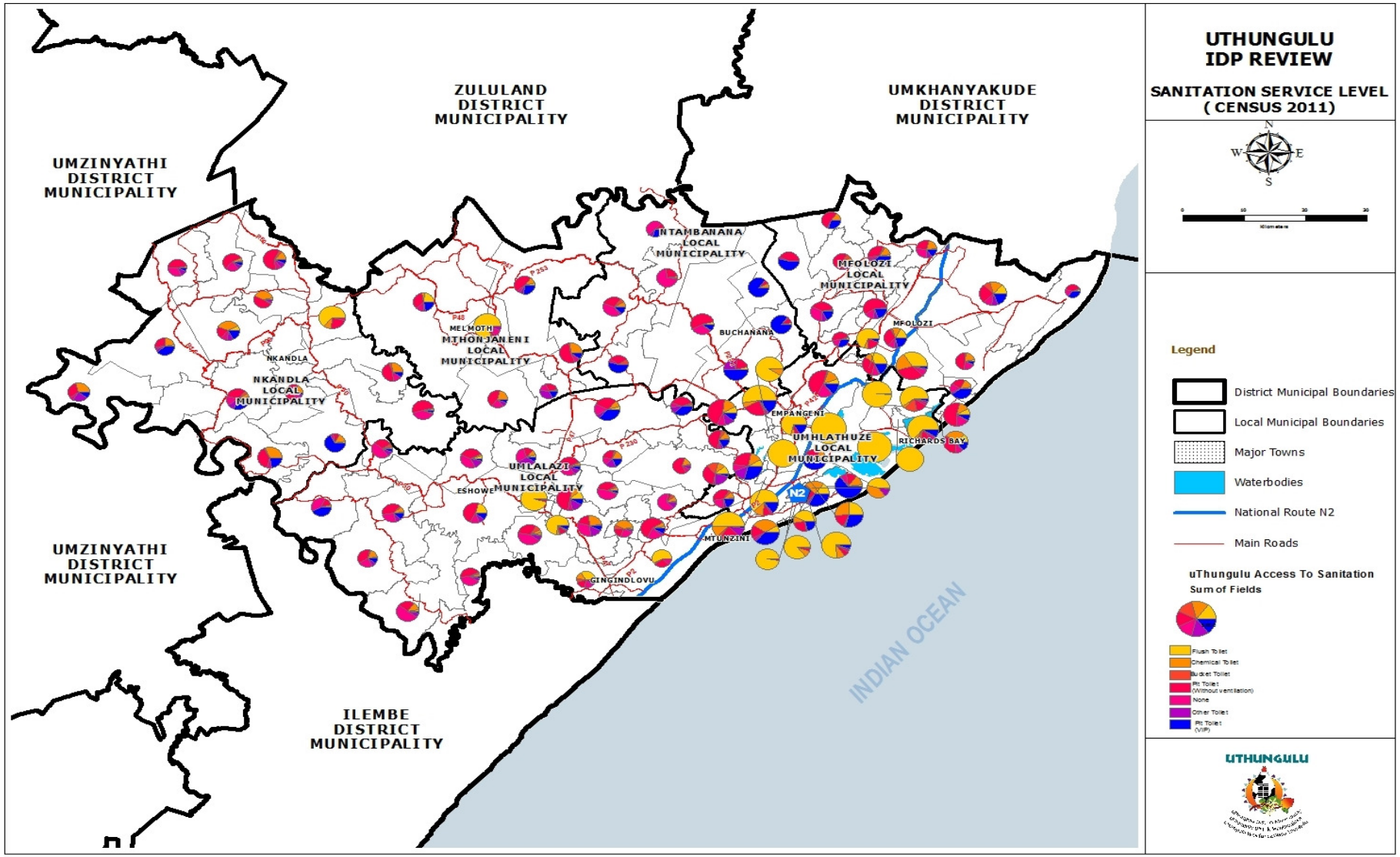
*Source: Technical Services*

**Graph 23: Percentage of households with access to piped water inside dwelling, uThungulu District**

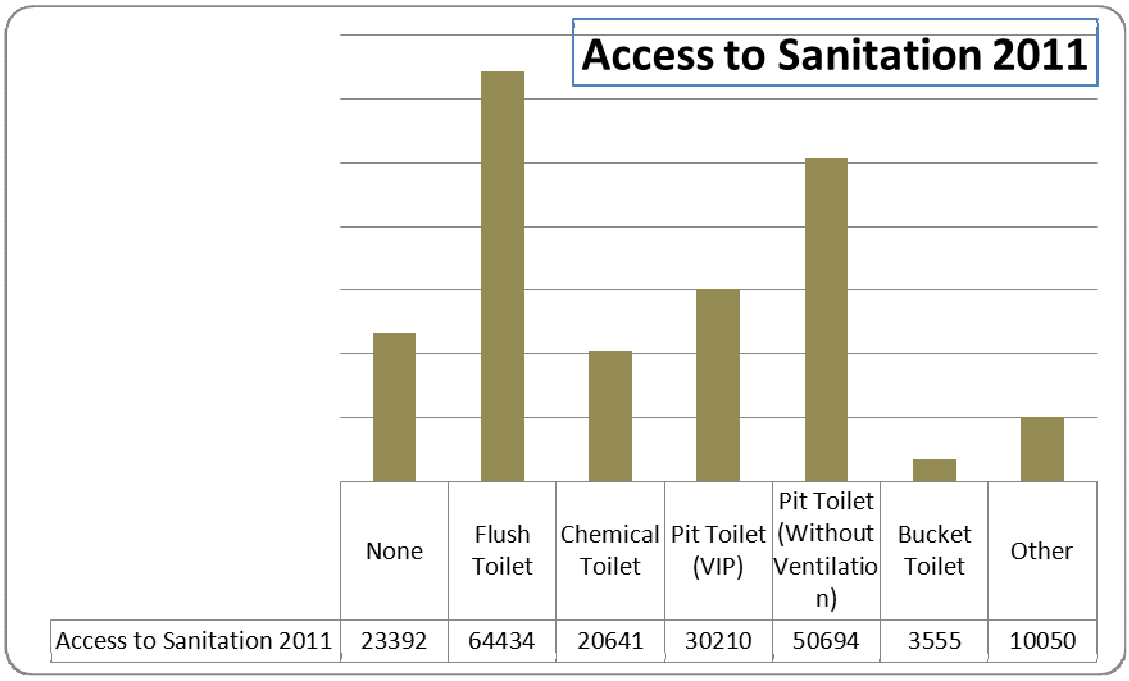



Source: Census 2011

**Map 35: Sanitation Services (Different Types)**



**Graph 24: Survey of Access to Sanitation**




*Source: Census 2011*

The following table provides a detailed summary of progress made in respect of the eradication of backlogs in sanitation provision.

**Table 43: Sanitation Backlogs in uThungulu District**

| | 2001 / 2002 HOUSE HOLDS | 2001/2002 % BACKLOG | 2008 / 2009 HOUSE HOLDS | 2013/2014 % BACKLOG | 2011 HOUSE HOLDS | HOUSE HOLDS WITH SANITATION | HOUSE HOLDS WITHOUT SANITATION | 2014/15 % BACKLOG |
|---|---|---|---|---|---|---|---|---|
| **uMfolozi (KZ281)** | 12664 | 99.% | 20 615 | **34%** | 25584 | 20844 | 3270 | 34% |
| **Ntambanana (KZ283)** | 9528 | 76% | 16 339 | **Infills** | 12828 | 8865 | 3111 | Infills |
| **uMlalazi (KZ284)** | 34484 | 85% | 42 623 | **50%** | 45063 | 30255 | 10176 | 50% |
| **Mthonjaneni (KZ285)** | 6056 | 95% | 9 712 | **Infills** | 10431 | 8466 | 1116 | Infills |
| **Nkandla (KZ286)** | 21085 | 94% | 25 757 | **21%** | 22461 | 18012 | 2736 | 21% |
| **Total** | **82817** | **89%** | **115 046** | **30 %** | **116367** | **86427** | **20409** | **30%** |

*Source: Technical Services*

uThungulu District Municipality as WSA has a number of initiatives underway, notably:

- Water loss management strategy
- Water meter installation
- Water quality improvement interventions

## C4.2 SOLID WASTE MANAGEMENT

A Regional Solid Waste site at Empangeni was established in 2004. The Regional Solid Waste site licence has been amended to incorporate recycling activities and the feasibility study has commenced. Waste transfer stations at Mtunzini, Ntambanana and KwaMbonambi towns were constructed to transport waste to the regional site. Other completed transfer stations are at Melmoth and Eshowe. The Nkandla Landfill site is currently under development. On the other hand, the Regional Solid Waste refuse Cell number 1 and the Eshowe old Landfill Site are under rehabilitation.

The overall collection of solid waste is done by Local Municipalities and transported through the regional landfill for disposal. Therefore, the District is not involved with the collection activities.

The review of the Integrated Waste Management Plan has been completed during the 2009/2010 financial year and is available on uThungulu's website.

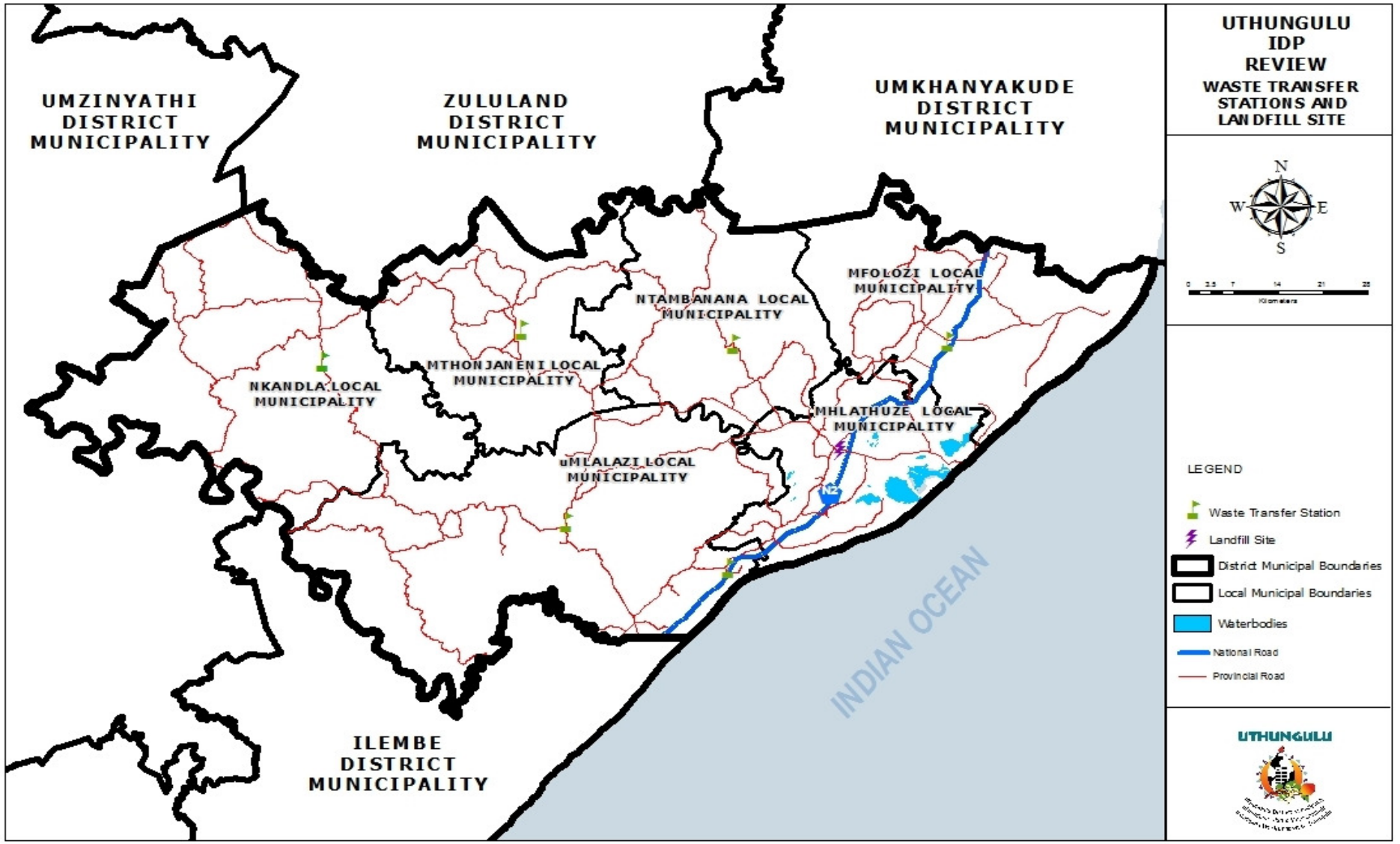
## C4.3 CEMETERIES

uThungulu District Municipality is responsible for regional projects whilst local cemeteries remain the responsibility of the local municipalities.

The development of uThungulu Regional cemetery at Empangeni was completed in 2006. The 2nd phase for another 6000 graves is currently being implemented. Local and Traditional Authorities have traditionally taken responsibility for burials in rural areas which are predominantly being within the household grounds as it is a traditional practice. Many areas cannot afford to continue to accommodate burials on residential plots due to land availability constraints.

The only crematorium in the area is located at Eshowe, which may need to have its capacity extended to cope with the regional demand.
The process of evaluation of the sites has commenced for the purpose of authorization applications and establishment of Mandawe Cemetery

**MAP 36: LANDFILL SITES**



## C4.4 TRANSPORTATION INFRASTRUCTURE

See Section G

## C4.5 ELECTRICITY / ENERGY

See Section G

## C4.6 HUMAN SETTLEMENTS

See Section G

### C4.6.1 OTHER RENEWABLE ENERGY INITIATIVES

The district with the support of its social partners like COGTA is currently implementing innovative renewable and clean energy projects in the rural areas. The most notable projects in UDM are the Biogas and Wonderpot projects. Funding for these projects has been secured from COGTA and efforts to secure more funding will be intensified due to the success of the pilot projects.

## C4.7 COMMUNITY FACILITIES

The Community Facilities Plan entailed an audit of 626 facilities in the district during 2005. Of the 626 Facilities visited, only 59 had no infrastructure or services problems. Some of the report findings are summarized hereunder: (no reports have been done since 2005)
The majority of problems at facilities related to the following:

- No infrastructure (particularly at the majority of “kick-around” sport fields)
- No shelter or ablution facilities at Pension Pay-out Points
- No Electricity
- No Water
- Problems with sanitation connections
- Problems with water connections
- Problems with electricity connections
- Infrastructure that has been vandalized (broken windows)
- Damaged / stolen fencing
- Damage to roofs
- Poor workmanship (cracked walls)

As a result of the high number of facilities that will require funding for new or improved infrastructure and/or services, it was decided to focus on the District, Primary, Secondary and Tertiary Nodes (as per the then UDM IDP Spatial Framework Plan), in the preparation of the Community Facilities Plan. Facilities within a certain radius of District, Primary, Secondary and Tertiary Nodes were identified (as per the then UDM Spatial Development Plan). Hereunder, a table is attached summarizing the results:

**Table 44: Funding Required for Upgrading of Community Facilities**

| FACILITY | FUNDING REQUIRED (R '000) | | | | | | |
|---|---|---|---|---|---|---|---|
| | KZ284 | KZ286 | KZ286 | KZ281 | KZ285 | KZ283 | **Totals** |
| **Child Care** | 194 | 0 | 320 | 226 | 76 | 224 | **1040** |
| **Sport** | 710 | 88 | 768 | 255 | 252 | 217 | **2291** |
| **Pension Pay-out Points** | 332 | 31 | 71 | 183 | 254 | 70 | **941** |
| **Cemeteries** | 175 | 0 | 0 | 75 | 60 | 75 | **385** |
| **Community Halls** | 167 | 43 | 72 | 61 | 30 | 30 | **404** |
| **Market Stores** | 8 | 5 | 27 | 0 | 12 | 23 | **75** |
| **Historical Sites** | 0 | 0 | 0 | 0 | 0 | 0 | **0** |
| **Totals** | **1 586** | **167** | **1 258** | **801** | **684** | **639** | **5 136** |

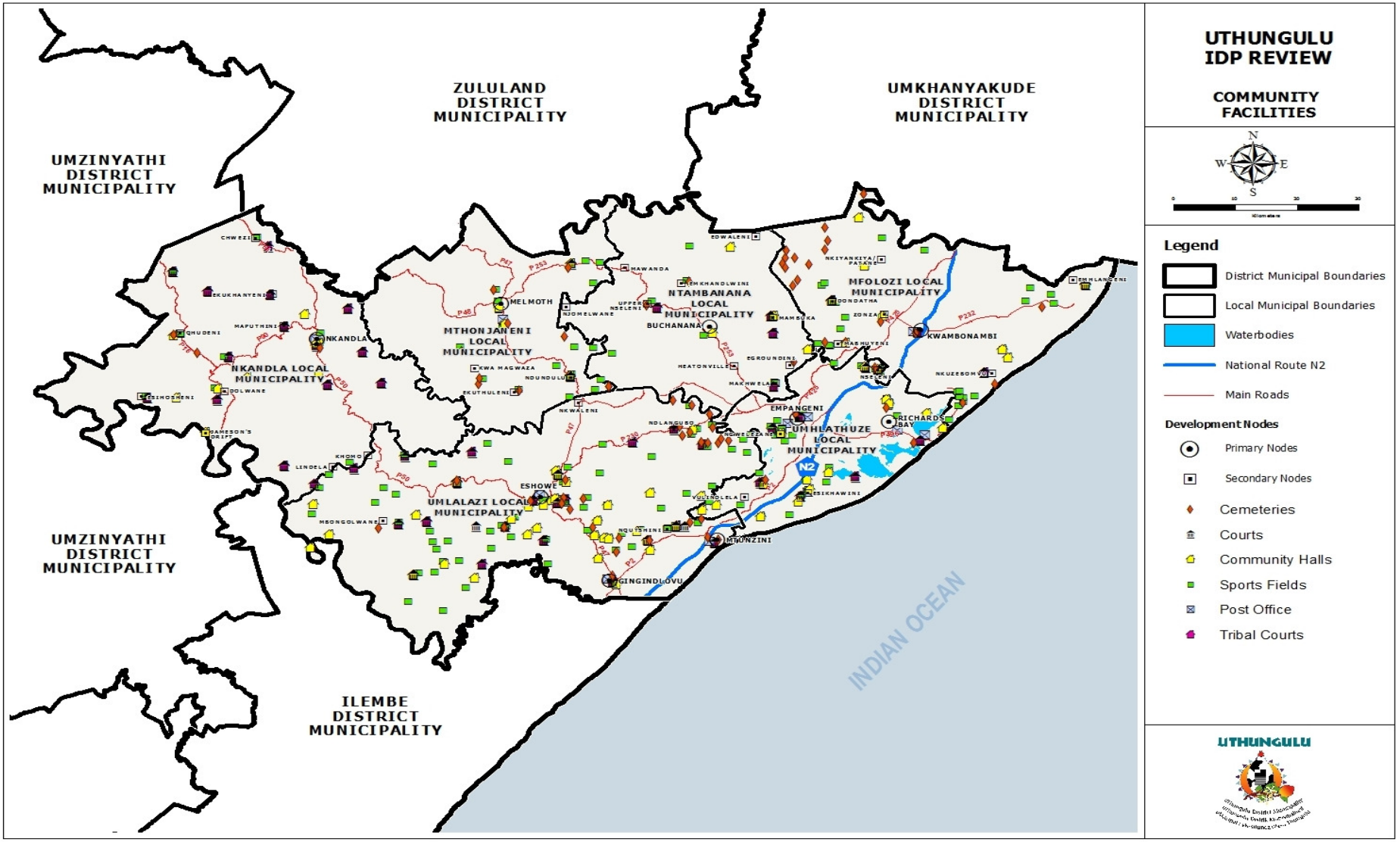
The greatest financial need is for the upgrading of sport facilities and child care facilities; and there is also a need for the provisioning of shelters and ablution facilities at Pension Pay-out Points.

The more densely populated areas in the southern part of Mthonjaneni LM and the western part of Ntambanana LM don't seem to have Community Halls available and it is recommended that this situation be further investigated.

**Table 45: Community Facilities per LM**

| LM | CEMETERY | COMMUNITY HALL | COURT | POST OFFICE | SPORTS FIELD | TRIBAL COURT | GRAND TOTAL |
|---|---|---|---|---|---|---|---|
| | | 1 | | | | | **1** |
| uMfolozi | 19 | 8 | 1 | 1 | 26 | 3 | **58** |
| Mthonjaneni | 10 | 4 | | 1 | 19 | 2 | **36** |
| Nkandla | 3 | 9 | 1 | 1 | 9 | 14 | **37** |
| Ntambanana | 3 | 4 | | | 7 | 4 | **18** |
| uMhlatuze | 5 | 16 | 4 | 5 | 34 | 4 | **68** |
| uMlalazi | 33 | 33 | 6 | 3 | 71 | 17 | **163** |
| **uThungulu** | **73** | **75** | **12** | **11** | **166** | **44** | **381** |

**Map 37: Community Facilities**



## C4.8 HUMAN SETTLEMENTS

Currently the District does not have a Human Settlements Strategy. A combined budget has been secured to develop one during the financial years of 2013/14 and 2014/15. It is anticipated that once this plan is finalised the exact status quo and effective strategies to deal with human settlements particularly informal and rural settlements.

The Comprehensive Plan shifts the focus to improving the quality of housing and housing environments by integrating communities and settlements, hence a shift from housing to creating sustainable environments through the integration of services to improve living environments. It also sets new minimum standards for housing products improving privacy and sustainability by providing for the development of a range of social and economic facilities in housing projects. Key focus area on creating new sustainable settlements, where communities have ease of access to socio-economic opportunities. The Comprehensive Plan also focuses on Informal Settlement Upgrading to meet the Millennium Development Goals (MDG) of the United Nations to improve the lives of slum dwellers.

This plan will also assist in the planning, alignment and mapping of necessary infrastructure and facilities.

In the 2012/13 Financial Year the KZN DoHS built more than 25 940 units with 4282 units built within uThungulu District in 2012/13. Over 5000 units were built in 2013/14, over 27 000 units were built in the province. The Department spent its entire R2.9 billion housing development budget allocation during the 2012/13 financial year. In 2013/14 financial year the DoHS spent R3.15 Billion in housing development out of a total budget of R3.55 Billion

### C4.7.1 DETERMINING THE HOUSING DEMAND

**Table 46: Type of Main Dwelling**

| House or brick/concrete block structure on a separate stand or yard or on a farm | Traditional dwelling/hut/structure made of traditional materials | Flat or apartment in a block of flats | Cluster house in complex | Townhouse (semi-detached house in a complex) | Semi-detached house | House/flat/room in backyard | Informal dwelling (shack; in backyard) | Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm) | Room/flatlet on a property or larger dwelling/servants quarters/granny flat | Caravan/tent | Other | Unspecified | Not applicable | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | | | |
| 121,758 | 54,380 | 12,869 | 1,410 | 1,337 | 290 | 3,209 | 2,521 | 2,235 | 1,175 | 247 | 1,545 | - | - | 202,976 |

*Source: Census 2011*

It is notable that 59 136 households live in traditional dwellings and informal dwellings. This is the households that need to benefit from the programmes of the Department of Human Settlements and can be taken as the baseline for determining the housing backlog in the municipal area.

- **THE STATUS OF THE MUNICIPAL HOUSING SECTOR PLANS (HSP) ARE AS FOLLOWS:**

**Table 47: Municipal Human Settlement / Housing Plan Status**

| LOCAL MUNICIPALITY | DATE ADOPTED | RENEWAL DATE | STATUS |
|---|---|---|---|
| uThungulu | Nil | 2014/15 | In progress |
| Nkandla | | Not amended | In progress |
| Ntambanana | | Under review | |
| Mthonjaneni | | Draft | |
| uMfolozi | | Under review | |
| uMhlathuze | | Draft | |
| uMlalazi | | Draft | |

- **The Current Situation in Municipalities**
  - Capacity issues in municipalities;
  - Working in Silos internally in municipalities;
  - HSP done for compliance;
  - No integration of identified projects with services;
  - No integration with other government spending patterns;
  - No HSP thus no delivery

See Section G for further Human Settlement projects

# C5.0 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

## C5.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

Amongst others, this section of the report will be informed by the following components of uThungulu district's economy:

- Main Economic Sectors
- Employment and Income Levels
- Local Economic Development
- Agriculture
- Tourism
- Other sectors such as mining, construction and manufacturing

### C5.1.1 MAIN ECONOMIC CONTRIBUTORS

The manufacturing sector at 32.1% is the largest sectoral contributor to the economy of the district followed by Community Services at 11.9% and closely followed by Finance at 10.8% and mining at 9.7%.

The least contributor to the economy is Electricity at 0.7%. Other sectors such as Construction 2.2%, Trade 6.7% and Agriculture 4.7% contribute respectively.

Given, the high Agricultural potential of uThungulu and with close to 80% of the population residing in poverty stricken rural areas, there is a great opportunity to grow the agricultural sector into a bigger contributor thereby alleviating poverty and unemployment. It is generally accepted that mining even though it's currently one of the big contributors, it is nevertheless not sustainable due to its impact on the environment as well as obvious future depletion of the mineral resources.

This is the basis for uThungulu to prioritise Agricultural based programmes and projects most notable farmer support and Fresh produce market establishment.

With manufacturing being our biggest contributor, due to strategic industrial concerns such as Hillside Aluminium, Mondi, Foskor and Tata Steel, there is still room for growing this sector considering several locational advantages of uThungulu which includes Africa's deepest cargo harbour/port, a good network of connecting roads and rail infrastructure as well as an airport which all can be improved on.

The establishment of the IDZ/SEZ in Richards bay is one such example of catalytic projects aimed at ensuring that the manufacturing and export potential of the district is enhanced.

**Table 48: Sectoral Contributions to Economy**

| | KZN | UTHUNGULU |
|---|---|---|
| Agriculture | 3.9% | 4.7% |
| Mining | 1.1% | 9.7% |
| Manufacturing | 19.7% | 32.1% |
| Electricity | 1.7% | 0.7% |
| Construction | 2.7% | 2.2% |
| Trade | 13.2% | 6.7% |
| Transport | 12.0% | 9.2% |
| Finance | 18.1% | 10.8% |
| Community services | 17.0% | 11.9% |
| Total Industries | 89.3% | 88.1% |
| Taxes less Subsidies on products | 10.7% | 11.9% |
| Total (Gross Domestic Product - GDP) | 100.0% | 100.0% |

*Source: Census 2011*

## C5.1.2 EMPLOYMENT AND INCOME LEVELS

Unemployment is high in uThungulu district. The results of the 2011 Census provides the following information pertaining to the number of dependents per person employed

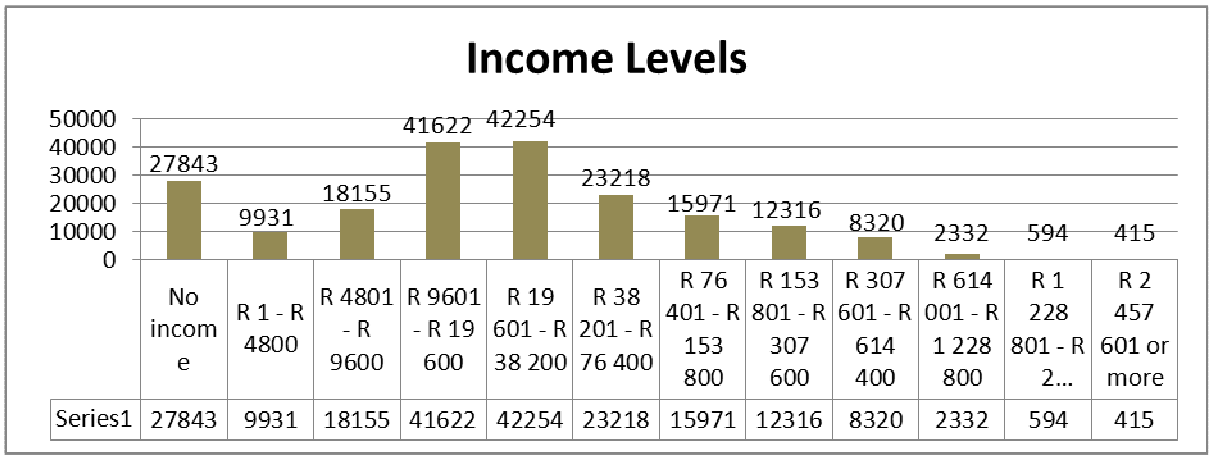
**Table 49: Comparative Dependency Ratio**

| | Dependency Ratio per 100 (15-64) | |
|---|---|---|
| | 2001 | 2011 |
| SOUTH AFRICA | 58.7 | 52.7 |
| KWAZULU-NATAL | 65.4 | 58.5 |
| DC28: Uthungulu | 74.5 | 64.7 |
| KZN282: uMhlathuze | 55.8 | 48.2 |
| KZN286: Nkandla | 99.2 | 86.6 |
| KZN281: Mfolozi | 80.2 | 68.2 |
| KZN283: Ntambanana | 85.7 | 79.3 |
| KZN284: uMlalazi | 81.5 | 74.9 |
| KZN285: Mthonjaneni | 78.2 | 75.6 |

*Source: Census 2011*

It has to be borne in mind that income levels are also very low as can be seen from the following inset.

**Graph 25: Households Earning Less than R1600 per Month**




*Source: Census 2011*

**Table 50: Income Levels**

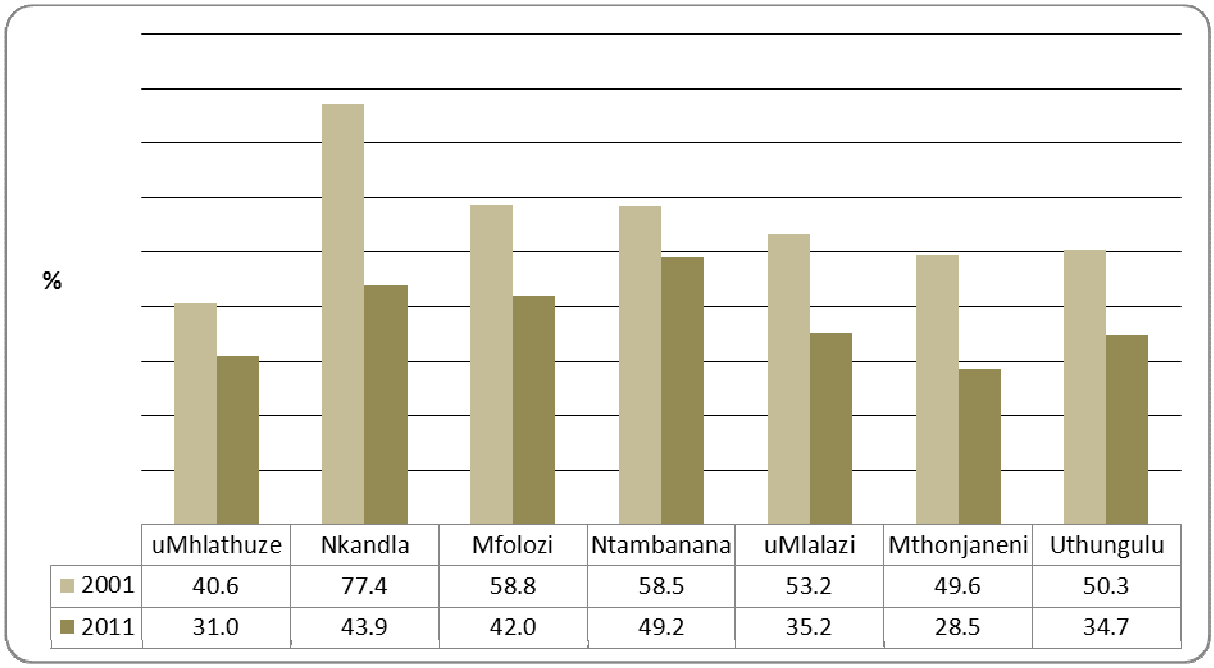
| | |
|---|---|
| No income | 27843 |
| R 1 - R 4800 | 9931 |
| R 4801 - R 9600 | 18155 |
| R 9601 - R 19 600 | 41622 |
| R 19 601 - R 38 200 | 42254 |
| R 38 201 - R 76 400 | 23218 |
| R 76 401 - R 153 800 | 15971 |
| R 153 801 - R 307 600 | 12316 |
| R 307 601 - R 614 400 | 8320 |
| R 614 001 - R 1 228 800 | 2332 |
| R 1 228 801 - R 2 457 600 | 594 |
| R 2 457 601 or more | 415 |
| Total | 202972 |

*Source: Census 2011*

Given the above, it is very important that an appropriate economic development strategy for the district is derived and that adequate attention is given to Small, Medium and Micro Enterprise (SMME) development as a means of promoting emerging entrepreneurs who will initiate labour intensive job growth. Furthermore, the strategy should aim to provide support to the informal sector as it is recognized that it currently provides many households with an income and it is anticipated to play an increasingly more important role in the future.

The following information relating to unemployment and means of making a living is noted:

**Graph 26: Unemployment Percentage**

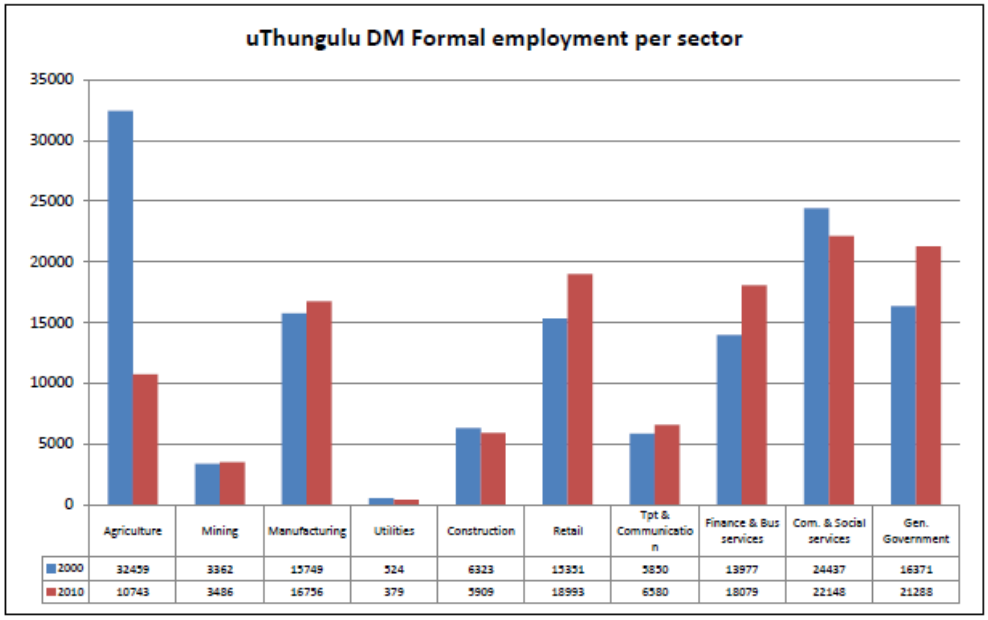



| | uMhlathuze | Nkandla | Mfolozi | Ntambanana | uMlalazi | Mthonjaneni | Uthungulu |
|---|---|---|---|---|---|---|---|
| 2001 | 40.6 | 77.4 | 58.8 | 58.5 | 53.2 | 49.6 | 50.3 |
| 2011 | 31.0 | 43.9 | 42.0 | 49.2 | 35.2 | 28.5 | 34.7 |

*Source: Census 2011*

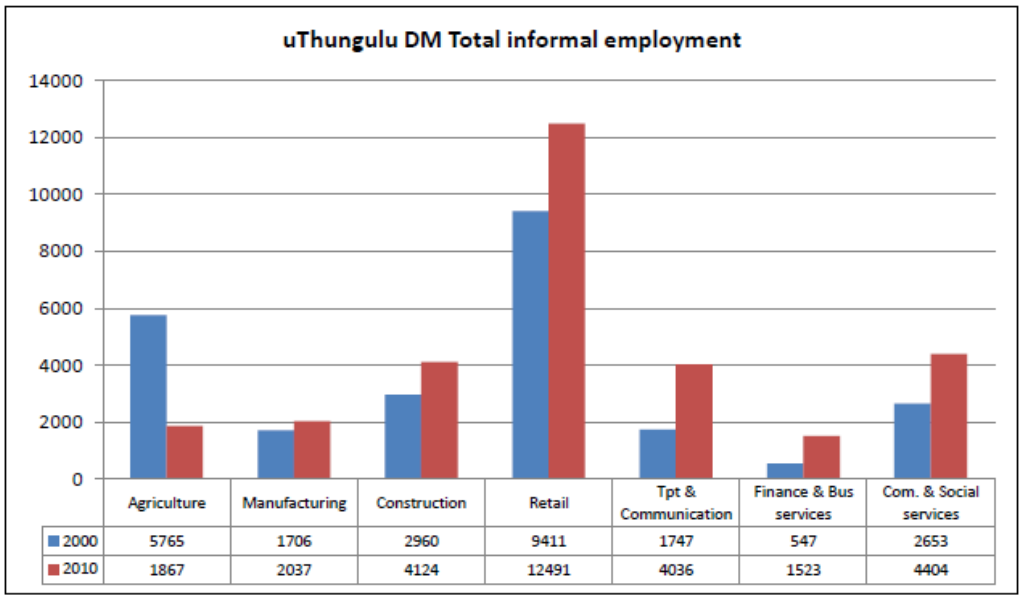
Even though, as can be seen from the above figure, there appears to have been some decline in unemployment levels from 2001(50.3%) to 2011 (34.7%), this is not a significant improvement considering the levels of poverty within the district and hence more initiatives to reduce unemployment need to be pursued.

**Table 51: How People Make a Living in Formal Sector**




*Source: UDM DGDP*

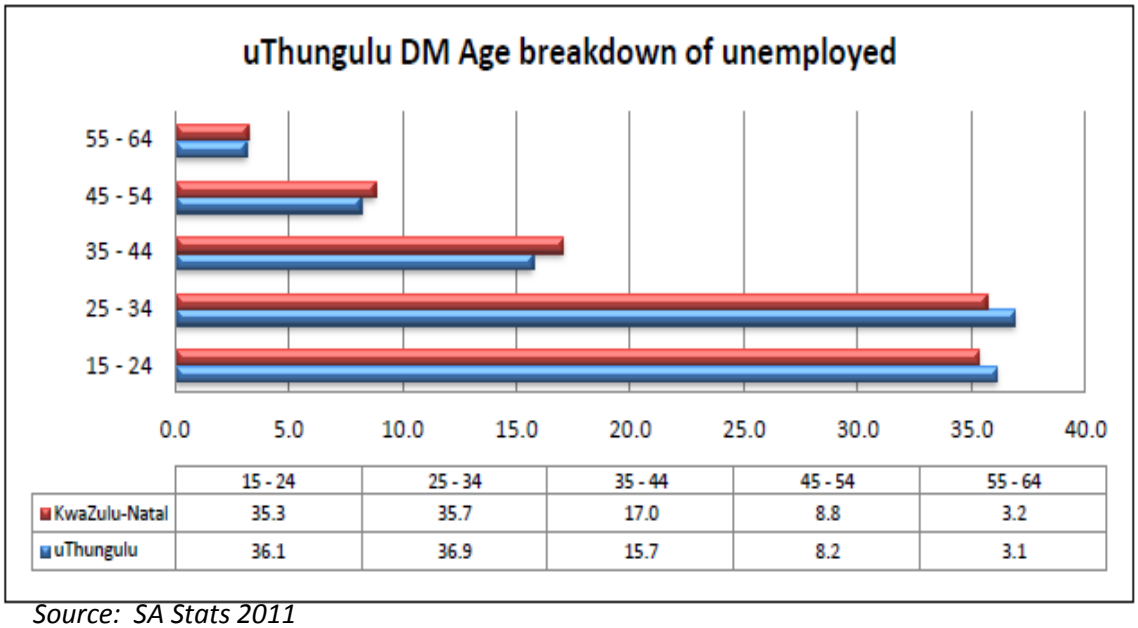
**Table 52: How People Make a Living in Inormal Sector**




*Source UDM DGDP*

The majority of population in the district depend on Government a grant which is not a sustainable means of living. Several projects to change the picture are being implemented in the district. The impact thereof will be revealed by the Citizen satisfaction/Customer survey currently being conducted once its finalised.

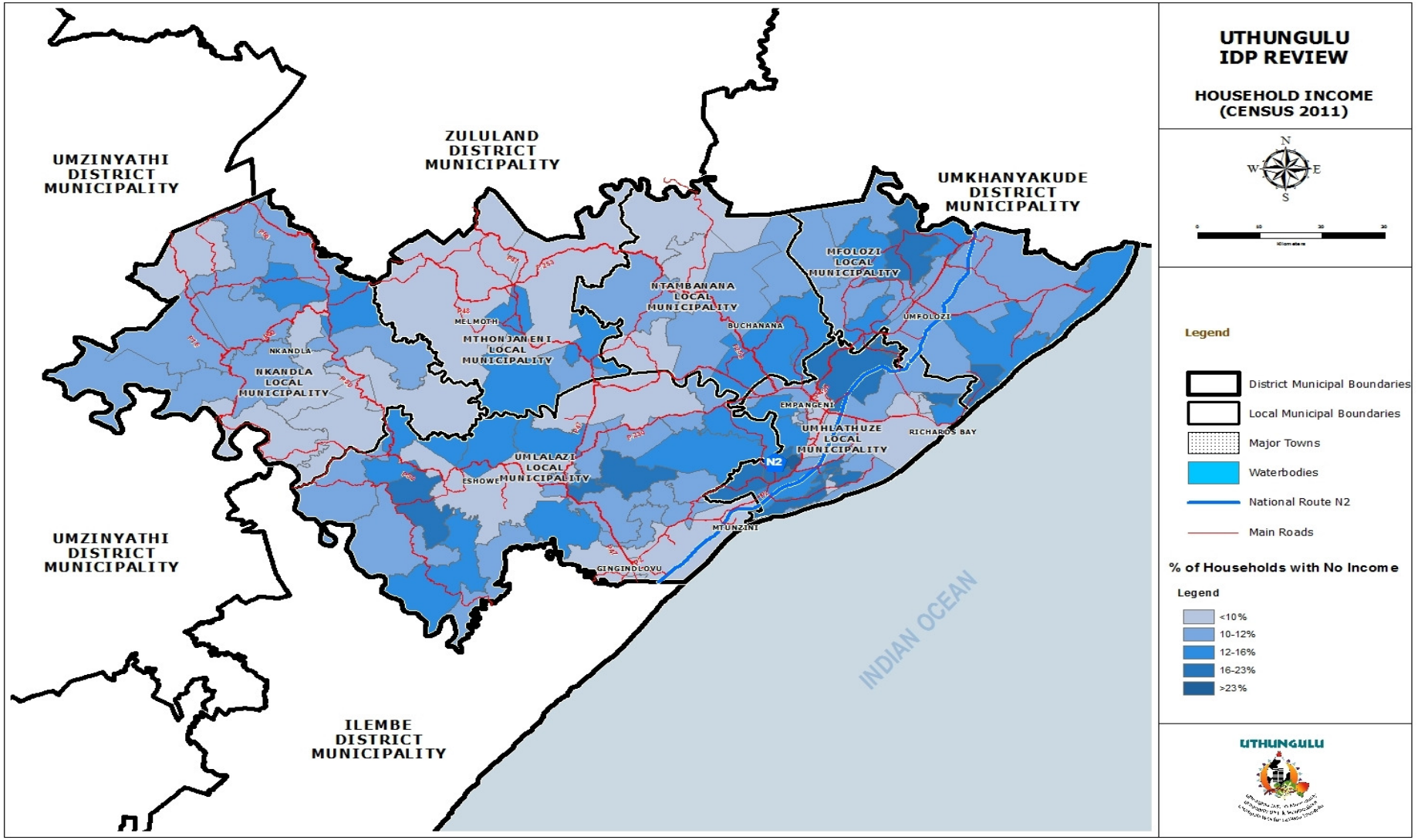
**Graph 27: Age Breakdown of Unemployment KZN/uThungulu**



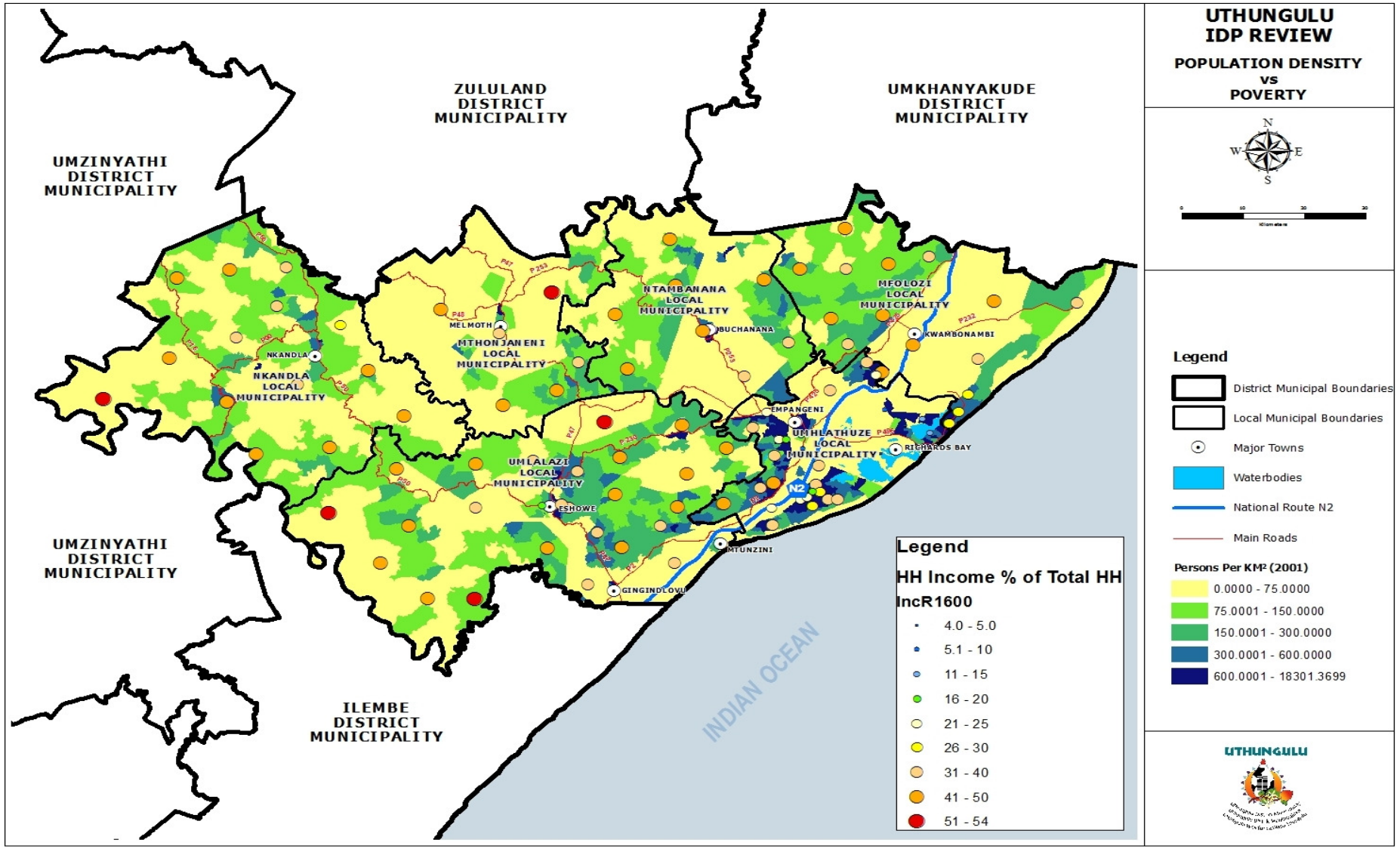

| | 15 - 24 | 25 - 34 | 35 - 44 | 45 - 54 | 55 - 64 |
|---|---|---|---|---|---|
| KwaZulu-Natal | 35.3 | 35.7 | 17.0 | 8.8 | 3.2 |
| uThungulu | 36.1 | 36.9 | 15.7 | 8.2 | 3.1 |

*Source: SA Stats 2011*

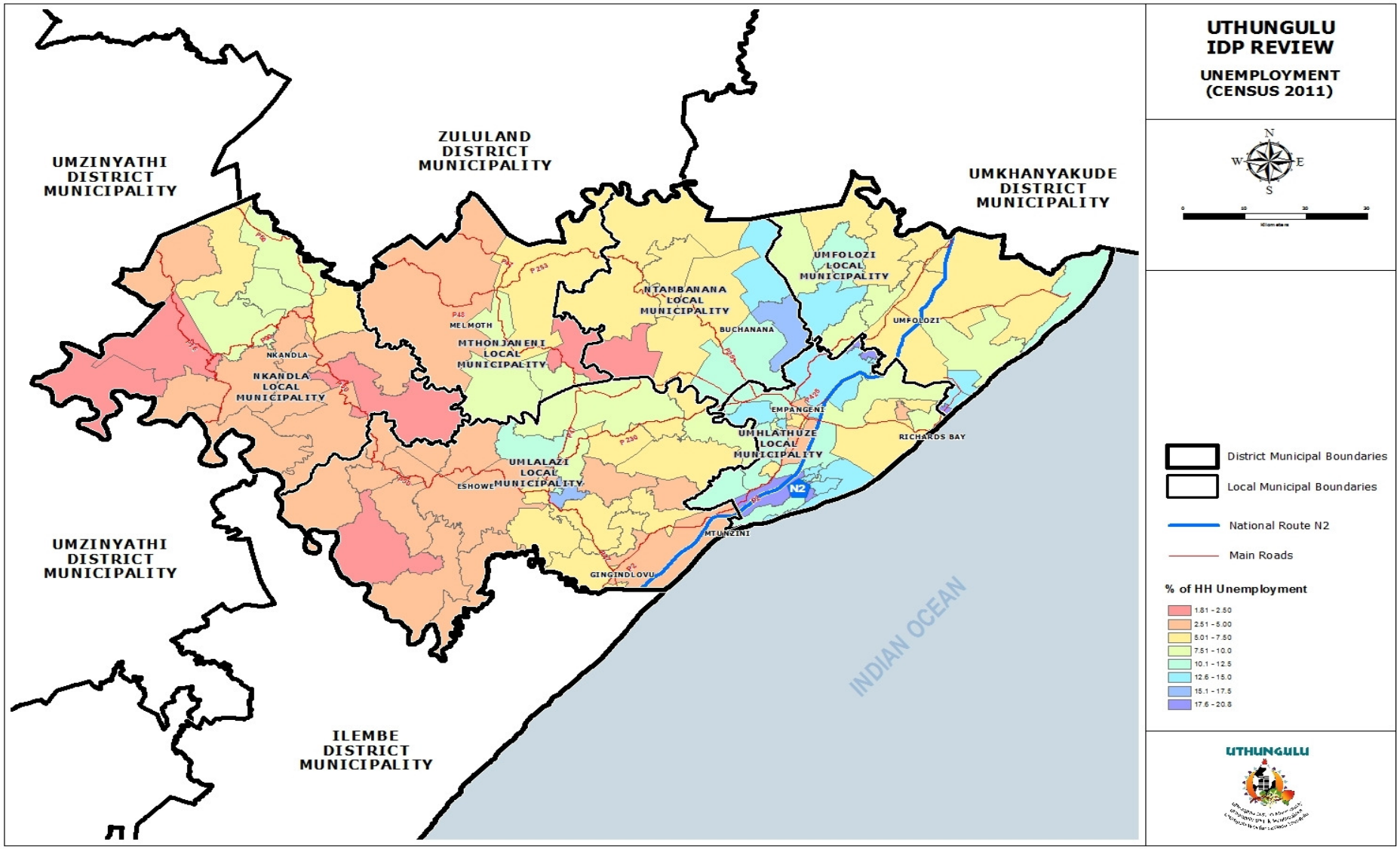
**Map 38: Household Income**



**Map 39: Population Density VS Poverty**

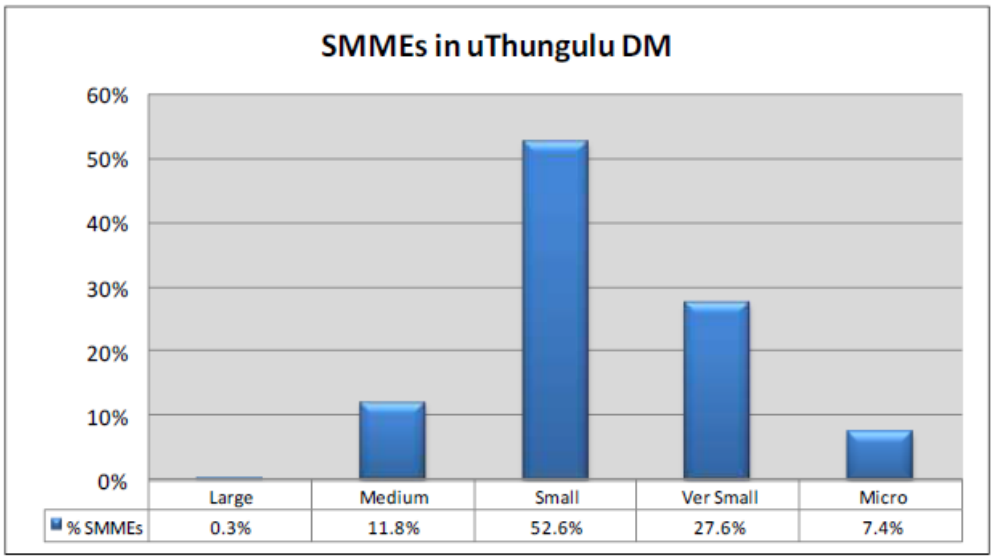


**Map 40: Unemployment**



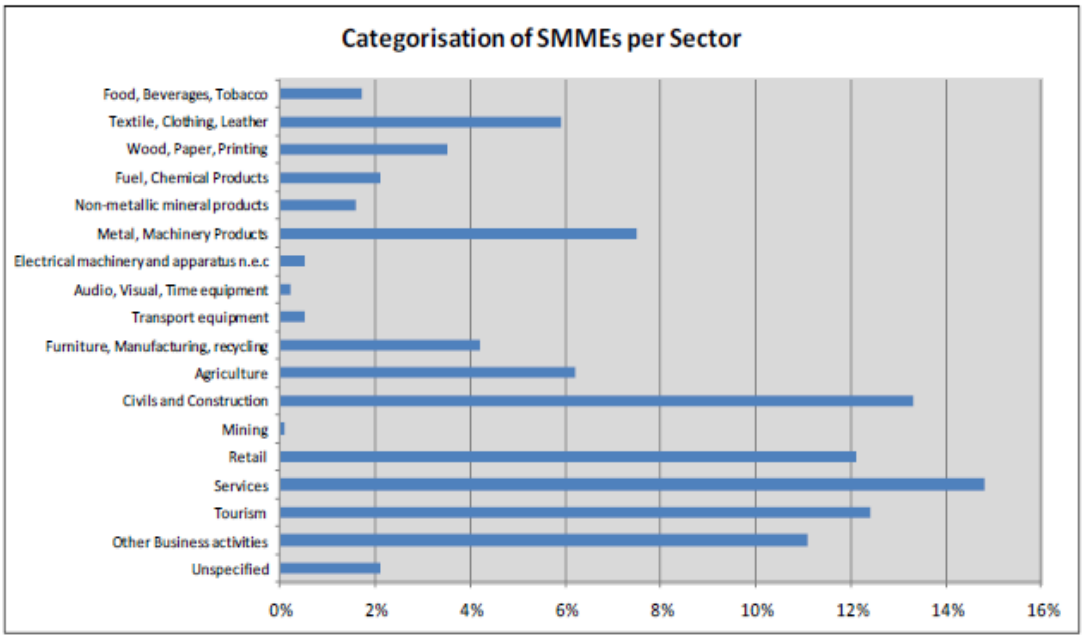
## C5.1.3 SMME'S

**Graph 28: SMME's in uThungulu**




*Source: uThungulu Business Support Strategy 2010*

**Graph 29: Categorgisation of SMME's**




*Source: uThungulu Business Support Strategy 2010*

Developing new and sustainable SMMEs are instrumental in boosting economic growth and development in South Africa. It is also critical in economically empowering previously disadvantaged individuals and communities and thereby redressing the economic imbalances of the past in South Africa. Business support facilities that service SMMEs have increased the sustainability of SMMEs throughout the world. These facilities include business information kiosks, service centres, hives/clusters, and incubators.

It has been identified that SMMEs in uThungulu add a disproportionately small contribution to the local economy due to the presence of large manufacturers and exporters. Government support has been focussed on large investments, with only modest assistance offered to develop and support SMMEs in uThungulu, especially in the rural and underdeveloped areas. Private and non-governmental support has been fragmented and uncoordinated. This has created the problem of the "missing middle" between local based raw/bulk material producers and local retailers, with many local SMMEs becoming unsustainable. This gap is currently filled by national and international suppliers.

uThungulu District Municipality has drafted a SMME Business Support Services Strategy and Policy (2010) for its area of jurisdiction.
The report contained the following projects/activities for implementation:

- To establish a SMME Forum in the district for all SMME by July 2015
- To develop a common SMME database in the district using among other means, the provision of an online registration and the provision of a simple and single form (that includes the tender processes, application form, letter of good standing and other required forms)
- Regular workshops grouping Supply Chain Managers from the district and local municipalities to review the MFMA, SCMP, CIDB and PPPFA; and to lobby for the National Treasury and the National Department of Works to amend and make provision to these regulations
- To organise small SMME fairs in each local municipality
- Current LED staff (from the district as well as local municipalities) to undergo an extensive SMME development related trainings
- DEDT One Stop Shop needs to improve the facilitation processes for SMMEs to easily access ABSA/Standard Bank/Ithala SMME fund
- To prioritise the service provision to rural SMMEs before providing to urban SMMEs.
- To provide training to SMMEs via DEDT One Stop Shop and uuMfolozi College
- The district and local municipalities to facilitate SMMEs in the rural areas to form joint ventures in order to reduce the transport cost of the raw materials.
- District and local municipalities to facilitate the easy access to land for SMME development
- To provide a SMME incubator in the district
- Mentorship programme need to be developed and rolled out by the current SMME satellites.

Based on the above mentioned projects / activities it is exciting to report about the progress made to date as follows:-

- Establishment of a District SMME Support Working Group in October 2010. This committee is comprised of institutions such as local municipalities, government departments, government agencies, tertiary institutions and private sector. All these institutions render various kinds of support to the SMMEs. uThungulu District Municipality is the facilitator of this committee, which is designed to establish a

communication platform amongst various sectors, thus assists in avoiding duplication of services and the like.

- One of the projects identified by the members of the SMME Support Working Group includes the design of an SMME Brochure, which contains useful information such as contact details and services rendered by different institutions. This project has been completed successfully, through the active participation of the above mentioned members of the committee. All representatives of the committee have received an opportunity to market their services in the brochure at no charge, as the brochure was funded by uThungulu District Municipality. SMMEs on the other hand will benefit in receiving a variety of useful information in one brochure. The SMME Stakeholders committee held a workshop on 14 May 2014, to amend its Terms of Reference which will assist in strengthening its existence. Identification of new members was also made on the day and potential projects and initiatives that the committee needs to undertake in future. It has since been resolved that these meetings be held on quarterly basis as also reflecting on the SDBIP.
- In support to the local municipalities, uThungulu District Municipality has also supported a number of events hosted by uMhlathuze Local Municipality, including the annual SMME Fair 2011 and uMhlathuze Agricultural Market Day 2011. In 2013 the SMME Fair was hosted by uThungulu District Municipality in partnership with all six local municipalities, government institutions and other private institutions. A District SMME Fair & Exhibition was also held successfully during the 2013/14 financial year. 35 Exhibitors including SMMEs, Cooperatives, Government departments, Private Sector were given a platform to showcase their products and services. The event also served as a networking platform and also an informative session with various presentations delivered to the delegates.
- SMME Database project is also in the pipeline, a draft SMME Database registration form has been designed by Urban Econ Consultants and members of the SMME Support Working Group have contributed to the final form to be circulated widely to the SMMEs.
- The SMME Database is being updated accordingly, using the information of attendance registers of SMMEs who attends different events such as trainings, meetings, seminars etc. To date the total number of SMMEs reflecting in the database is 1037 as at December 2013.
- The KZN Department of Economic Development & Tourism, together with SALGA have developed an informal economy policy and has encouraged all municipalities to implement such policy in order to support the Informal Traders also known as Informal Economy Actors.
- According to the policy, the term “informal economy” is preferable to “informal sector” because the workers and enterprises in question do not fall within any one sector of economic activity, but cut across many sectors. However, the term “informal economy” tends to downplay the linkages, grey areas and interdependencies between formal and informal activities.

- As a way of implementing the policy uThungulu District Municipality has contributed to the establishment of the Local Municipal Informal Economy Chambers at all six local municipalities, followed with a District Informal Economy Chamber.
- The District Chamber is a structure established at District level for purposes of acting as a unified for all informal economy actors in the province of KwaZulu Natal within the District mandate. This structure constitutes representatives from the Municipality Informal Traders Chamber plus LED officials dealing with Informal Economy.
- Other than the above mentioned achievements uThungulu LED Section is keeping in touch with various stakeholders in order to ensure that there is information and assistance that could be helpful to the SMMEs operating within the district.

### STRENGTHS / OPPORTUNITIES

- Significant growing contribution to local economies by SMMEs, following national trends
- Growing support and commitment to SMME development from the district and municipalities, technical,
- Supply chain and other departments
- Fair support for SMME development in Richards Bay, Empangeni and Eshowe
- Expansion and development of infrastructure in urban areas of the district
- LED units with relevant development strategies
- Direct access to the export market for local SMMEs
- Opportunities exist in different LED units to recruit more LED advisors
- Tender portal – Trade World
- Skills transfer programme
- Opportunity to create strong partnerships with SEDA, ZCCI, BEE Forum and other bodies
- Introduction of the new Companies Act 71 of 2008 (that will alleviate the regulatory and other red tape burdens)
- There is an opportunity for urban SMMEs to learn from current large corporates
- There is an opportunity for SMMEs and their service providers in uThungulu to replicate the national and
- Provincial SMME Programmes at the local level

### WEAKNESSES/THREATS

- Red tape from Supply Chain Management Act/Policy, CIDB, Preferential Procurement Policy Framework and MFMA
- Lack of business support unit in the district, with SEDA having only a periodic presence in other municipalities outside uMhlathuze
- Lack of a database of SMMEs and SMME service providers' in the district
- Limited qualified staff in most of the LED units throughout the district
- Weak SMME support network in rural areas (this leaves SMMEs vulnerable with limited ability to grow)
- Lack of sector specific SMME programmes in the district

- SMMEs lack access to markets, raw materials, finance, business premises and land (these are worse in the rural areas)
- Skills shortages, including business skills, human resources skills, business management skills, financial or bookkeeping skills, IT skills and technical or sector specific skills
- Lack of access to mentorship
- Limited access to information and advisory services (for urban SMMEs) and lack of access to information and advisory services for rural SMMEs
- Lack of exposure or market visibility
- Local and provincial government too focused on establishing / attracting large investment into uThungulu
- Increasing and high competition from national and international firms in the urban areas

### C5.1.4 AGRICULTURE

Agricultural activity is more concentrated in the former Lower Umfolozi magisterial district than in any of the other areas in the district. The agricultural sector is of a dual nature, i.e. commercial and traditional agriculture. The commercial agriculture is based on two main monocrops, namely sugar cane and forestry. The cane and forestry sectors have been at the forefront of assisting emerging farmers. Traditional agriculture is practiced on most of the Traditional Council lands in the district. The development of this sector is hindered by a low skills base and a lack of organized bodies to provide financial assistance, access to markets and market channels.

An Agricultural Development Plan was originally been prepared for the UDM in 2003. The objective of the Agricultural Development Plan was to identify specific programmes and projects to address rural poverty and stimulate job creation. uThungulu agricultural development plan has recently been reviewed with the following deliverables:

- Status Quo Analysis
- Vision
- Objectives and Strategies
- Programmes with associated Projects

The Reviewed uThungulu Development Plan has the following vision:
*"To develop the agricultural potential of uThungulu through "climate-smart", ecologically sustainable policies, practices and financing at the levels of food security production, small farmer and commercial agricultural production, processing and marketing, so that agriculture regains its position as an essential contributor to economic and social stability within the district."*

The issue of climate change has been included in the vision.
The Reviewed Agricultural Development Plan has the following objectives:

- To create an enabling policy and institutional environment at local level to facilitate climate-smart and ecologically sustainable agriculture
- To encourage the adoption of agricultural systems and practices that are responsive to the challenges of climate change and the need for environmental and ecologically sustainable futures
- To investigate financial and investment opportunities and mechanisms to assist farmers at all three levels of production to adopt climate-smart and ultimately financially and economically smart agricultural practices
- To promote training, capacity building and mentorship in order to improve skills levels in agriculture amongst farmers, extension officers and all other relevant stakeholders with the aim of optimising information, understanding and knowledge of environmentally, ecologically and socially sustainable agricultural practices ;
- To promote processing and marketing of produce in uThungulu.
- To facilitate access to production inputs and transport for farmers at all three levels of production*

In order to achieve the objectives the following programmes have been identified:

- Programme 1: Institutional Framework for District Agriculture
- Programme 2: Turnaround for Land Reform
- Programme 3: Ingonyama Trust: Developing Productive Land
- Programme 4: Climate Smart, Environmental Sustainable Agriculture
- Programme 5: Logistics: Inputs, Processing and Marketing

A package of projects has been identified under each programme as listed in the Reviewed uThungulu Agricultural Development Plan.
Also, uThungulu district has proceeded with the establishment of their Agricultural Development Forum. The concept was proposed by the KZN Department of Agriculture to improve service delivery, communication and liaison.
In consultation with key agricultural role players an appropriate institutional structure will be established to ensure the implementation of the Reviewed uThungulu Development Plan.

### C5.1.4.1 Fresh Produce Market

One of the primary aims and objectives of uThungulu Municipality is to create sustainable economic growth for both the Municipality and all relevant stakeholders, a mandate and principle that has recently come to be deemed as underperforming and of little significance to the progress of the Northern Kwa-Zulu Natal Region.

The decline in agricultural output is more evident in the decreasing number of “small scale” farmers who develop and become self-sustaining. This phenomenon is a result of many factors but more evident is maybe the municipality’s inability to provide such farmers with the adequately required trading facilities that will enable them to trade and grow their farms as well as the overall agricultural produce of the region.

The municipality's initiative to establish a fully functioning fresh produce market that will house both the commercial (established) and communal (small scale- developing) farmers is at an advanced stage.

Our partners include:

- The Department of Agriculture
- The Department of co-operative governance and traditional affairs
- Masibambisane Rural Development initiative
- The Department of Trade and Industry
- The Johannesburg Fresh Produce Market

This is a collective initiative which requires collect efforts and combined resources. We constantly strive to encourage further partners to assist and undertake this task towards agrarian reform in uThungulu district. The market will operate as an entity and is anticipated to be functional as from 2014/15 financial year.

### C5.1.4.2 District Development Agency

uThungulu District Municipality being primarily a rural municipality focusing on agriculture started with the devlipment of uThungulu Fresh Produce Market (UFPM) which is anticipated to run as an entity on its own.

The UFPM however does not replace the need for a development agency. The district has received the conceptual report and must get council to approve the process towards the formation of the Development Agency by 2016.

### C5.1.4.3 Job Creation

The Led Strategy is currently being reviewed; new iniatives will be added in final IDP.

**Table 53: Job Creation Initiatives per Local Municipality**

| LOCAL MUNICIPALITY | INITIATIVE | PROGRESS |
|---|---|---|
| **uMhlathuze** | • Electronically Advertising the SMME business on TV & LED screens located in all Municipal satellite offices 20 SMMEs benefited. | • Advertising the SMME business give exposure and in certain cases increase sales.<br>• Ongoing |
| | • Mentorship Programme offered to the Informal Traders over period of 6 months. | • The 10 informal traders that were capacitated on Business and finance management each received an accredited certificated (8 credits NQF1)<br>• Ongoing |

| | | |
|---|---|---|
| | • Block Manufacturing | • To be completed during 2015/16 financial year |
| **Nkandla** | • Essential Oil Project permanent trustees - 148.<br>Seasonal staff - 02<br>Harvesting – 9 | • On going |
| | • Greening project - + 5 employed as contract Q edisimo Project –9 temporal workers | • To be completed by 2016**.** |
| | • Block Manufacturing | • To be completed during 2015/16 financial year |
| **uMfolozi** | • 100 temporary jobs created MIG | • On going |
| | • EPWP – 60 cleaning, waste collection, grass cutting | • On going |
| | • 25 permanent jobs created, Mayoral Projects | • On going |
| | • Block Manufacturing | • To be completed during 2015/16 financial year |
| **Ntambanana** | • Rose Gerenium Essential oils 36 contract jobs– cooperative. (Ward 6) | • The project is expected to take 5 – 10 years life span. |
| | • Moringa Project established by 20 Cooperative members. (Ward 5) | • The market for selling the product is still being identified. |
| | • Bucanana Market stalls – 10 jobs created (Ward 5) | • Selling veggies and fruits |
| | • Hlanganani Co-Operative – fencing for co-operatives | • To be completed during 2015/16 financial year |
| | • Block Manufacturing | • To be completed during 2015/16 financial year |
| **uMlalazi** | • Siyajabula Co-Operative – Fencing for co-operatives | • To be completed during 2015/16 financial year |
| | • Luzwano Co-Operative – fencing for co-operatives | • To be completed during 2015/16 financial year |
| | • Phaphamani Co-Operative – fencing for co-operatives | • To be completed during 2015/16 financial year |
| | • Mkhwishimane Co-Operative – fencing for co-operatives | • To be completed during 2015/16 financial year |
| | • 14 Trading Shelters | • To be completed during 2015/16 financial year |
| | • Eshowe Taxi Rank New Trading Facilities | • To be completed during 2015/16 financial year |
| | • Trading Stalls | • To be completed during 2015/16 financial year |
| | • Install of boreholes for fenced gardens | • To be completed during 2015/16 financial year |
| | • Block Manufacturing | • To be completed during 2015/16 financial year |

| | | |
|---|---|---|
| **Mthonjaneni** | • Mthonjaneni Grass Cutting, 21 jobs created. | • Seasonal |
| | • Incentive Grant Project, 68 jobs created. | • On going |
| | • Technical Contract General Worker, 102 jobs created. | • On going |
| | • Food for Waste Project, 100 jobs created. | • On going |
| | • Block Manufacturing | • To be completed during 2015/16 financial year |

### C5.1.4.4 District Rural Projects

**Table 54: District Rural Projects**

| RURAL PROJECTS | | | | | |
|---|---|---|---|---|---|
| **DESCRIPTION** | **IMPLEMENTATION ORDER** | **RESPONSIBLE AGENT** | **TIMELINE** | **FUNDING/ DEVELOPMENT AGENT** | **COMMENTS** |
| Energy: Hot-bag program | 1 | uThungulu District Municipality | 2015/ 16 | IDC Green Fund TIKZN<br><br>To date internal funds to the value of R90255 has been utilized for the 3 day training on financial management.<br><br>An internal funds of R30,000 has been set aside to be used for this project in 2014/15 financial year. | • An energy hot bag also known as wonderpot project has been identified through our Community Services department.<br>• To date a total number of 100 representatives from all 6 local municipalities have been trained on the production of wonderpots through the Community Services department.<br>• A total number of 30 representatives were selected from the total 100, to be trained on the financial management training, facilitated by uuMfolozi FET College during 2013/14 FY.<br>• The selection of these 30 representatives was made up of 5 people from all 6 local municipalities.<br>• These representatives will be assisted by the municipality to register as Cooperatives, in order for them to become entrepreneurs |
| Water: Tanks program | 2 | uThungulu District Municipality | 2 Years | IDC Green Fund TIKZN | |

| | | | | | |
|---|---|---|---|---|---|
| Permaculture program | 3 | Nkandla Local Municipality | 2015/ 16 | IDC Green Fund TIKZN | A budget of R30,000 has been set aside during the 2014/15 FY for this project to be supported by the Municipality. |
| Green College | 4 | Mthonjaneni Local Municipality | 2 Years | IDC Green Fund TIKZN | |

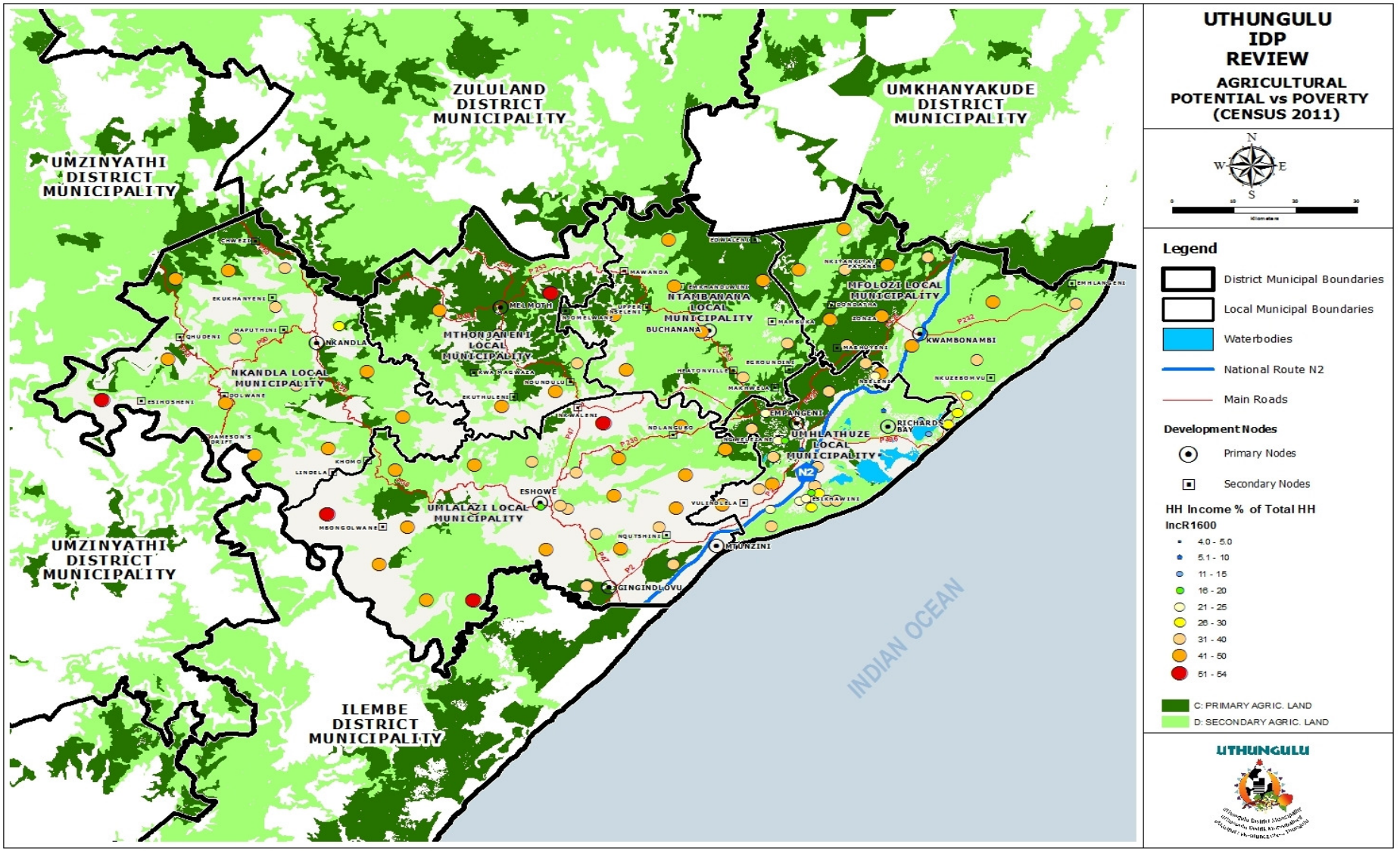
### C5.1.4.5 District Urban Projects

**Table 55: District Urban Projects**

| URBAN PROJECTS | | | | |
|---|---|---|---|---|
| **DESCRIPTION** | **IMPLEMENTATION ORDER** | **RESPONSIBLE AGENT** | **TIMELINE** | **FUNDING/ DEVELOPMENT AGENT** |
| Recycling Program | 1 | Richards Bay Empangeni | 2015/16 | IDC Green Fund TIKZN eThekwini Municipality |
| Energy Efficiency Program | 2 | Richards Bay Empangeni | 2015/16 | IDC Green Fund TIKZN Energy Efficiency Association SA |
| Solar Water Heater Program | 3 | Richards Bay Empangeni | 2015/16 | IDC Green Fund TIKZN eThekwini Municipality (Shisa Solar Program) |

*Source: uThungulu LED Strategy*

**Map 41: Agriculture Potential VS Poverty**



## C5.1.5 TOURISM

During 2003, a Local Tourism Master Plan was originally prepared to provide clear guidelines to achieve sustainable tourism development within uThungulu area by setting and achieving implementable, realistic goals and objectives as well as tourism project implementation plans. This Tourism Master Plan was reviewed in 2010 and the tourism strategies as identified are focused to improve tourism products which will add value to tourism within the district. Projects as identified from the strategies are in line with National and Provincial strategies and programmes, and will assist economic development and investment in uThungulu.

The main project findings and tourism vision alluded to the following key recommendations:

- Agreement to the principle to develop uThungulu, manage, brand and market the areas as a "unique tourism destination" within the existing provincial tourism branding, thereby increasing the number of domestic and foreign tourism visits.
- uThungulu District Municipality is to be responsible for the overall management and marketing of uThungulu district tourism sector. This includes liaison and coordination with the six Local Municipalities in terms of setting up and operations of Community Tourism Associations as well as communication with representatives of the private sector.

During the 2009/10 review of the Tourism Master Plan the following is a list of the Product and Infrastructure Strategies.

**Table 56: Tourism Product and Infrastructure Strategies**

| | STRATEGY | DESCRIPTION | PRIORITY |
|---|---|---|---|
| 1 | Develop the Coastline for Tourism purposes | • Improve Accessibility<br>• Reclaim Coast for Tourism<br>• Accommodation Development | High |
| 2 | Pursue Big5 Game Reserve in District | • Provide Support for Private game reserve projects<br>• Interact with KZN wildlife | High |
| 3 | Encourage Cruise ship Tourism in Richards Bay | • Construct dedicated passenger liner terminal<br>• Improve linkages with Region's attractions for cruise tourists | High / Medium |
| 4 | Extensively develop the Route 66 product | • Encourage Tourism related SMME's to locate on Route<br>• Product Development<br>• Standardize signage | High |
| 5 | Develop great forests of Zululand Experience | • Construct campsites/ cabins<br>• Develop paths<br>• Package great forest Tours | Medium |
| 6 | Develop contemporary African Cultural Tourism | • Add to existing cultural attractions and being developing urban African Tourism | Medium |
| 7 | Improve accessibility | • Tar strategically important access | High |

| | | | |
|---|---|---|---|
| | and visibility of existing attractions | roads<br>• Improve signage to remove area | |
| 8 | Develop adventure Tourism in District | • Promote adventure sports<br>• Improve high-thrill attractions | Medium |
| 9 | Ensure Tourism safety in volatile areas | • Create safe tourist precincts<br>• Ensure community cooperation<br>• Provide armed security | High |
| 10 | Promote more family attractions and facilities | • Develop child friendly and family oriented attractions in the District | Medium |
| 11 | Nodal Tourism Development Strategy | • Identify and define area in which local economic development efforts should focus on Tourism<br>• Identify tourism corridors | High / Medium |
| 12 | Kings Experience | • Intensive marketing campaign focusing on product development and using T.V. as a medium of marketing | High |

## TOURISM ATTRACTIONS

This section of the report provides an extract of some of the tourism attractions in the district.

- **Dlinza Aerial Boardwalk**

The core of the 250-hectare coastal escarp forest is a declared nature reserve but tracts of the beautiful, high forest as well as patches of wild flowers and grassland are dispersed throughout the leafy avenues of the town. Beside the forest itself with its hiking trails, fern-covered glades and rich diversity, visitors can now get a new perspective on the forest - a bird's eye view - from the Dlinza Forest Aerial Boardwalk. The boardwalk - the first in South Africa - is a 125m-walkway which takes visitors from the forest under storey into its leafy canopy giving a glimpse of life high above the forest floor - birds nesting and feeding, epiphytic orchids flowering in dappled light and giant trees competing for light and space. At the end of the walkway, visitors can climb the 20m-high viewing tower which emerges above the canopy of trees and has magnificent views over the forest and the countryside leading down to the coast.

- **Development of the R66 Heritage Route**

uThungulu District Municipality Tourism Development Plan identified the development of the R66 as one of the priority projects for the District. The Route is located along the R66 from the junction of the N2 and R102 at Gingindlovu to eMakhosini.

This project received funding from the Corridor Development Programme was utilized for the development of this project. Progress on the projects has been made on stakeholder interaction, research and investigations.

- **Projects Completed**
  - The R66 participation at various shows including the Indaba
  - Printing of R66 Map and folder
  - Upgrading of Fort Nongqayi (repainting, interpretive signage and floodlights);
  - Upgrade of road to Maqhamusela heritage site;
  - 12 students completed their Tour Guide training successfully; and
  - Road signage
  - Lake Phobane day visitor facilities upgrade
  - Formation of a R66 institutional structure
  - Route 66 sinage
  - Upgrade of Lake Phobane

- **Passenger Liners (Cruise Tourism) - Mobile Info Unit**

The number of Passenger liners to the Port of Richards Bay has increased from previous years. A mobile unit, as an information office on wheels which can entertain any enquiries, has been purchased. The unit is used when passenger liners dock in Richards Bay harbour and any other outdoor tourism activities.

- **Cruise Ship Tourism – Seatrade Forum**

A large part of the new potential for Cruise Ship Tourism lies on the Indian Ocean coast. The Africa Cruise Forum took place in Durban, on 10-11 May 2011, one of the largest African tourism marketing events. In conjunction with the Cruise Indian Ocean Association (CIOA) and the KwaZulu-Natal Tourism Authority, the Seatrade Africa Cruise Forum brought together executives from the major cruise lines with regional stakeholders, to discuss how to take advantage of these opportunities.

The IOC forum is a platform to discuss what needs to be done to ensure a truly first class experience is provided from beginning to end for all cruise calls. Following the conference, the workshops provide regional destinations the opportunity to showcase their product to cruise lines in a series of prescheduled meetings.

- **Film Office**

The Northern Zululand Film Office serves as a one stop office to Film Producers to assist with services i.e. scouting, licensing and the like.
The main activities of the established Film Office are:

- To develop databases;
- Develop photographic Route;
- Supply onsite support to production crews;
- Assist with environmental impact assessments;
- Assist with issuing of permits and obtaining permissions for filming;
- Attracting of productions to the area;
- Market the Film office at exhibitions.

- **Zululand Birding Route**

In February 2010, The Northern Zululand Birding Route was reconstituted as a self-standing association to co-ordinate and manage the on-going development of birding tourism projects in KwaZulu Natal. The Zululand Birding Route Mission is to promote and develop birding based tourism in KwaZulu-Natal for the benefit of avid tourists, communities and birds. ZBR has been successful in re-establishing itself and extending the route towards Ballito (Ilembe District Municipality) and North towards the Mozambique border (uMkhanyakude District Municipality). It is imperative that the route ensures higher returns on input costs, greater levels of private sector support and self-generated income activities.

The following are proposed as key actions to work towards:

- Integrating with other routes and harness spin off benefits
- Increase private sector support
- Increased ownership and buy in from community bird guides
- Partnerships with tour operators

- **Urban Cultural Tourism**

The Tourism Section, in collaboration with the City of uMhlathuze; and the EsikhaleniSeNkosi Tourism are the founders of the Esikhaleni Township Route. The development of a Township Tourism Route bring a new product to the District and the area, introducing cultural tourism in a new form. This is also in close proximity to the Port of Richards Bay and accessible for passenger liners docking in the harbour for one day.

- **Forests of Zululand**

The “Great Forests of Zululand” is an important tourism product of uThungulu District and has been identified as a tourism nodal point that needs to be further developed. In partnership with Ezemvelo KZN Wildlife (EKZNW), the access road to the birders camp was upgraded from an untraverable road only accessible to 4 x 4 drive vehicles to a road allowing all vehicles access. Additional funding was raised by the Zululand Birding Route from Foskor for the upgrading of the Birders Camp in the Forest. Further development of the Ongoye forest is planned in terms of the provision of facilities, signage and marketing.

The planned developments for Ongoye involve the following:

- Signage
- Hiking trail
- Toilet facilities
- Braai facilities
- Marketing of the forests
- Assistance to mountain biking project at Ongoye

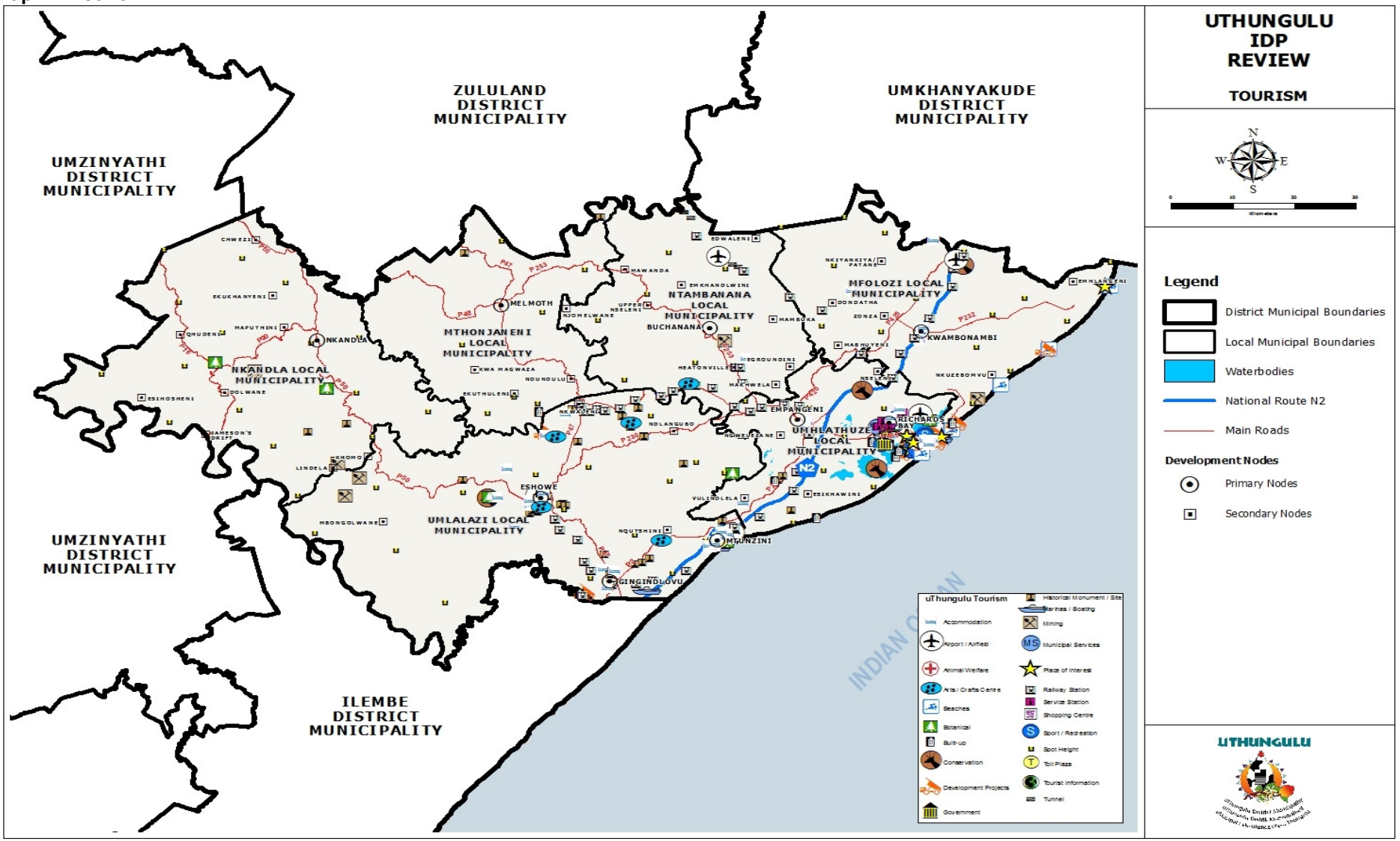
- **KwaBulawayo Tourism Development**

The development aims to create a tourism attraction based on historical significance and is situated in rural Bhekeshowe. The Tribal Authority consists of seven sub-wards in a 15km area. The actual site of the King Shaka KwaBulawayo Military Capital is the focus of the attraction, surrounded by a wealth of historical and cultural tourism sites. Phase 1 of the project is complete and will be operated as a day facility.

The actual site of King Shaka's Military capital, KwaBulawayo is a treasure trove of archaeological, historical, heritage, cultural and eco-tourism. uThungulu District Municipality, in partnership with the Department of Cooperative Governance and Traditional Affairs, have spent over R8-million transforming the military capital into a tourism attraction of note.

The Kwabulawayo Tourism Development is an initiative of the Kwabulawayo community with an objective of creating employment opportunities for members of the community. Taking into consideration the objective of the project, services where supplied by the local Community Trust, in order to demonstrate the economic benefit of the infrastructure.

**Map 42: Tourism**



### C5.1.6 MANUFACTURING (INDUSTRIAL)

The biggest sector in uThungulu is the manufacturing sector. The manufacturing activities in uThungulu are metals, metal products and equipment, chemical products, wood and paper. The sector is highly specialized and focuses on exports. Manufacturing activities are concentrated mainly in the areas like uMhlathuze forming part of primary manufacturing centre and Umlalazi forming the secondary manufacturing centre.

In Mthonjaneni there are predominantly small scale ventures while uuMfolozi is dominated by Sappi and Mondi manufacturing industries. Metals and related products are the biggest industries in the district contributing more than 40% to the district economy followed by the petroleum, rubber, plastics and chemical industries which contributes 18% and the wood, paper and printing industry that contributed 13%. The manufacturing of food, beverages and tobacco products, transport equipment products, and furniture products, contributed more than R350 million each to uThungulu economy. The prospects of IDZ in uThungulu represent opportunities for manufacturing goods targeting the local and global economies.

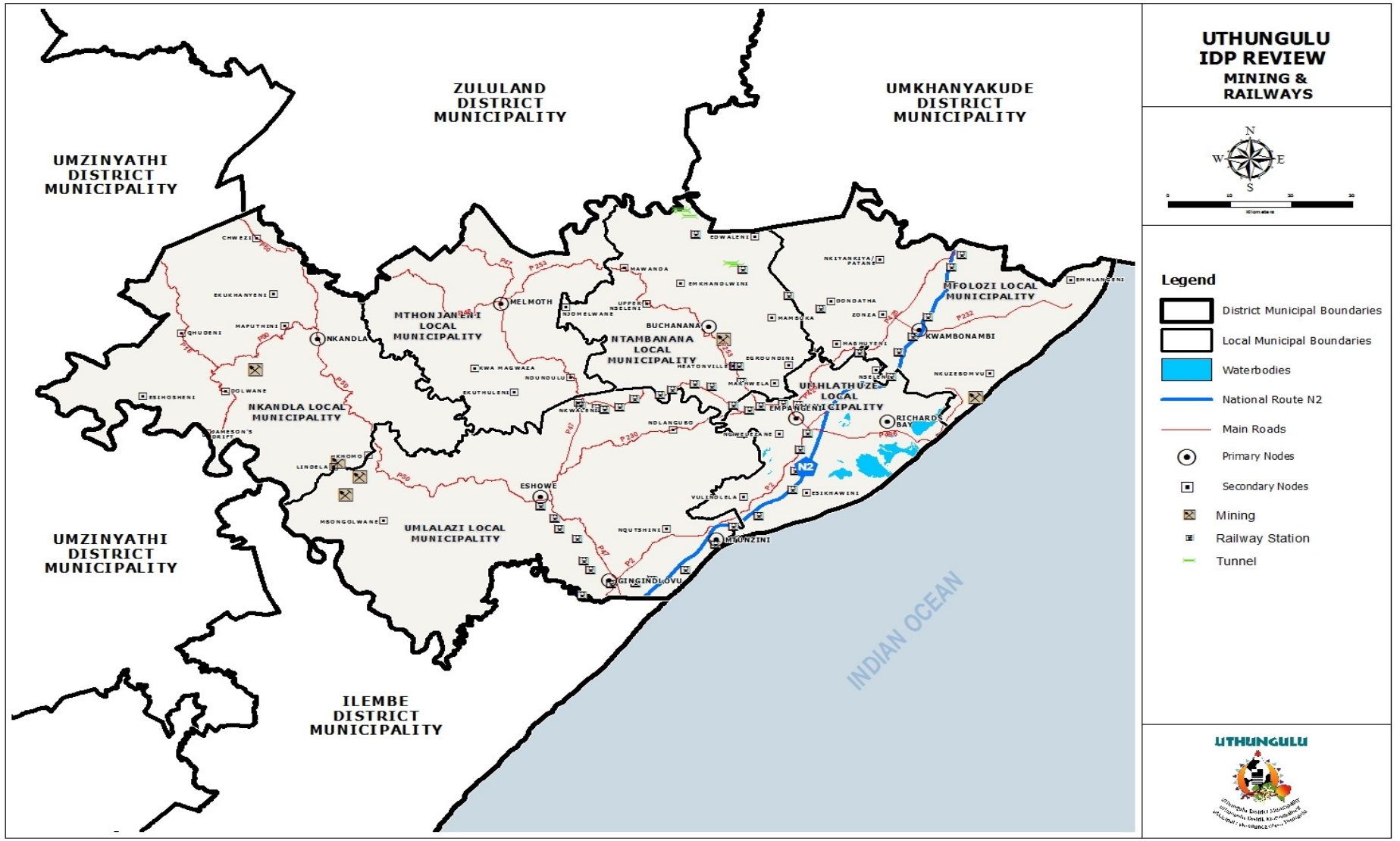
### C5.1.7 MINING

The district is home to two mining giants who have capitalised on the mineral-rich land in uThungulu. Richards Bay Minerals (RBM) is a leading producer of titanium minerals, high purity iron and zircon, found in the coastal sands of the region. It supplies most of SA's needs and exports the remaining products across the globe. Exxaro KZN Sands is SA's flagship empowerment mining company, involved in the mining, beneficiation and smelting of mineral sands, mainly to produce titanium slag from smelting ilmenite. Other products include zircon, rutile, leucoxene and low manganese pig iron.

### C5.1.8 PORT SERVICES SECTOR

As the third most important town in KZN, Richards Bay boasts the presence of the port of Richards Bay. The harbour is the deepest and second largest export coal terminal in the world. The recent expansion given its land area of 2.157 hectares and 1.495 hectares of water area now makes this port one of the largest ports in the world. Richards Bay Coal Terminal Company limited will see the coal terminal's capacity expanded to in excess of 75-million tons of cargo annually. The bulk-handling facilities of the harbour are world-class and the trade links with international economies through the port have been the prime impetus for large-scale industrialisation in the area.

**Map 43: Mining and Railways**



### C5.1.9 LOCAL ECONOMIC DEVELOPMENT INITIATIVES

- **WEAKNESS/THREATS**
  - Impact of HIV and AIDS on labour
  - Brain drain to more urbanised locations
  - Lack of funding for SMME's
  - Lack of capacity in terms of skills in LED sections of Local Municipality
  - Lack of funding and business skills for SMME's
  - Lack of access to markets

- **STRENGTHS/OPPORTUNITIES**
  - Availability of labour in the district
  - Broad based tourism appeal
  - Strong agricultural sector
  - Good transportation networks (roads and rail)
  - Availability of relevant sector plan (LED strategy)
  - Effective IGR structures

## C5.2 SOCIAL DEVELOPMENT ANALYSIS

Social and community development deals with issues ranging from environmental health services to education and the provision of community facilities. As such, community up-liftment and awareness in matters of gender, HIV/AIDS communicable diseases are of importance here.

Within the district, there is a need to develop recreational facilities such as sports facilities for the youth as there is a lack of such in the majority of the communities. Development of such facilities will allow for the exploration of youth talent in sport, music and other cultural activities. However, the major constraints to investment are the lack of financial resources and the general sentiment that such developments are not a priority. There is a high demand for health services. The municipal health function (environmental health) has been transferred to the District.

Disaster Management is regarded as a key issue due to the fact that the district is prone to fires and floods that cause severe damage and require large financial resources to correct damage done at any given time. uThungulu District Municipality has completed its Disaster Management Plan. The preparation of the plan was not funded from external sources although the district receives assistance with disaster relief in the form of grants and provisions from the Provincial Authorities. The phase 1 report concluded that four of the local municipalities in the district, i.e. Nkandla, Ntambanana, uMfolozi and Mthonjaneni require technical assistance for the preparation of their respective phase 2 and 3 disaster management reports.

In addition to the above, the district has commenced, and completed, the preparation of the following sector plans to inform social and community development. These include:

- Environmental Health Plan
- Community Services Plan
- Crime Prevention Plan
- Policy for the Marginalized
- Gender Equality
- HIV/Aids Policy

The focus of the remainder of this section will be on access to community facilities, the impact of HIV/Aids as well as improved community awareness.

### C5.2.1 EDUCATION

The municipal area is well provided with Schools and the facilities are reasonably well distributed. No information exists regarding the standard of the facilities or the availability of water and sanitation at the Schools.

It is notable and extremely concerning that, according to the 2011 census, there are 3 wards in the municipal area where more than 20% of the population have no schooling while there are schools facilities available in the area. This trend need to be investigated by the relevant authorities and attended to as a matter of urgency. The following wards are indicated:

- Mthonjaneni LM Ward 3
- Nkandla LM Wards 9 and 13.

**Table 57: Access to Primary School Facilities**

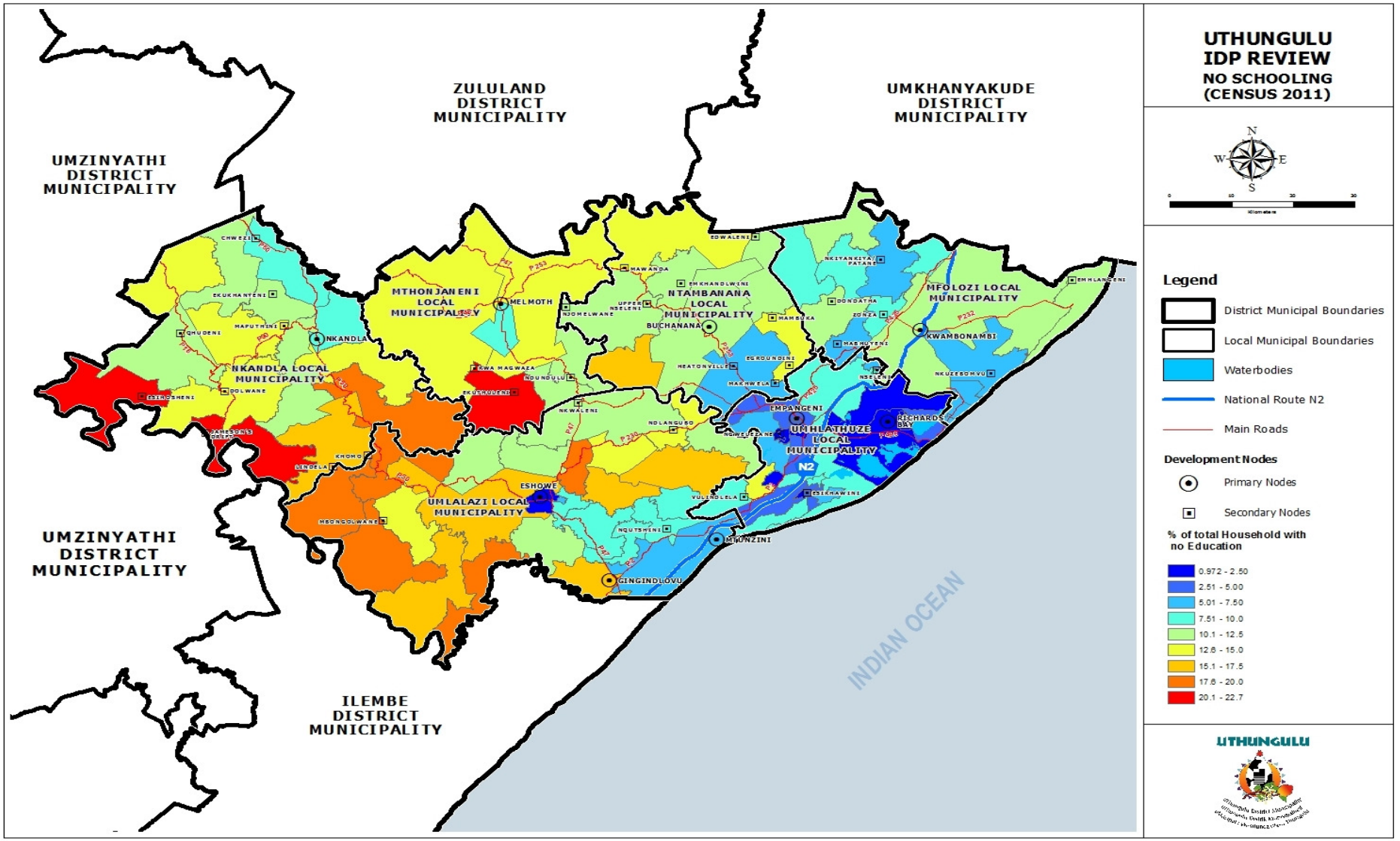
| Primary Schools | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Facility | Current Population | Threshold Population | Threshold Distance to Facility | Population Residing within Threshold Distance to Facility | Population Residing outside Threshold Distance to Facility | Prescribe Number of Facilities | Existing Number of Facilities | Additional Required |
| uMhlathuze LM | 334 459 | 3 500 | 1.5Km | 288 185 | 46 274 | 96 | 70 | 26 |
| Nkandla LM | 114 417 | 3 500 | 1.5Km | 63 638 | 50 779 | 33 | 120 | 0 |
| Mfolozi LM | 122 788 | 3 500 | 1.5Km | 74 247 | 48 541 | 35 | 62 | 0 |
| Ntambanana LM | 72 338 | 3 500 | 1.5Km | 37 252 | 35 086 | 21 | 38 | 0 |
| uMlalazi LM | 213 602 | 3 500 | 1.5Km | 127 150 | 86 452 | 61 | 135 | 0 |
| Mthonjaneni LM | 47 818 | 3 500 | 1.5Km | 19 821 | 27 997 | 14 | 27 | 0 |
| uThungulu DM | 905 422 | 3 500 | 1.5Km | 610 293 | 295 129 | 260 | 452 | 0 |

**Table 58: Access to Secondary School Facilities**

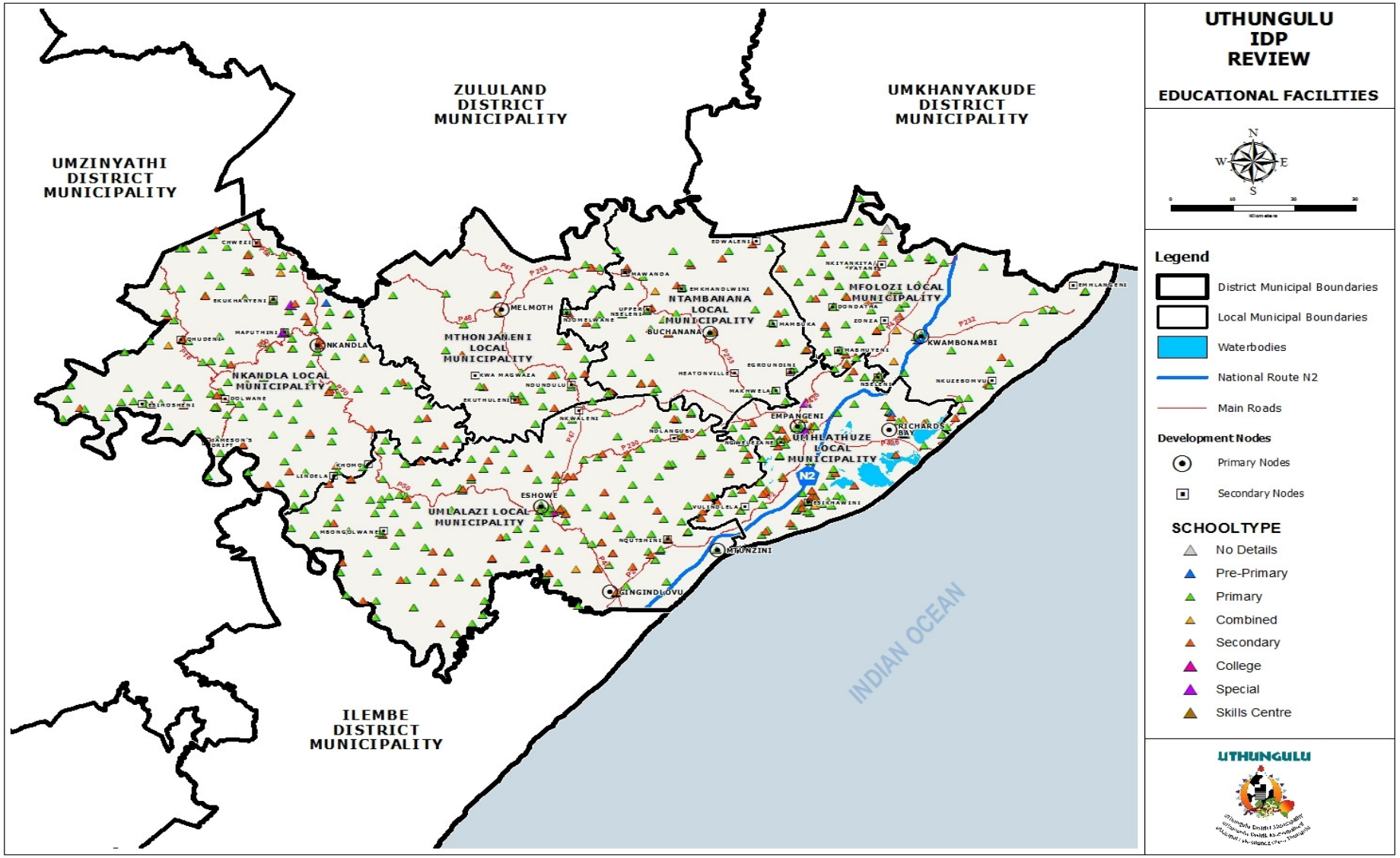
| Secondary Schools | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Facility | Current Population | Threshold Population | Threshold Distance to Facility | Population Residing within Threshold Distance to Facility | Population Residing outside Threshold Distance to Facility | Prescribe Number of Facilities | Existing Number of Facilities | Additional Required |
| uMhlathuze LM | 334 459 | 7 000 | 2.25Km | 294 142 | 40 317 | 48 | 42 | 6 |
| Nkandla LM | 114 417 | 7 000 | 2.25Km | 63 262 | 51 155 | 16 | 48 | 0 |
| Mfolozi LM | 122 788 | 7 000 | 2.25Km | 69 651 | 53 137 | 18 | 28 | 0 |
| Ntambanana LM | 72 338 | 7 000 | 2.25Km | 36 292 | 36 046 | 10 | 18 | 0 |
| uMlalazi LM | 213 602 | 7 000 | 2.25Km | 122 976 | 90 626 | 31 | 57 | 0 |
| Mthonjaneni LM | 47 818 | 7 000 | 2.25Km | 24 003 | 23 815 | 7 | 11 | 0 |
| uThungulu DM | 905 422 | 7 000 | 2.25Km | 610 326 | 295 096 | 130 | 100 | 6 |

*Source: uThungulu DGDP*

**Map 44: No Schooling**



**Map 45: Educational Facilities**



## C5.2.2 HEALTH

### C5.2.2.1 IMPACT OF HIV/AIDS, STIS AND TUBERCULOSIS

- **Epidemiological Overview of HIV and AIDS in uThungulu District and KwaZulu-Natal:**

The Province of Kwazulu-Natal continues to have the highest HIV prevalence, compared to other provinces in South Africa. This is according to the 2012 South African National HIV Prevalence, Incidence and Behaviour Survey Report of the Human Sciences Research Council (HSRC).

The Survey reveals that although the province is turning the tide against the disease, there are people who are still getting infected. According to this report, HIV prevalence is at 27,9% among people of reproductive ages between 15 and 49 years. However, if one zooms at the 15 to 24 years group, HIV prevalence has declined, going from 16.1% in 2005, to 12% in 2012.

Medical male circumcision is said to be playing a role in the reduction of infections. The KwaZulu-Natal provincial government's decision to undertake medical male circumcision drive is bearing some fruit although the numbers of circumcised males are still relatively low in the province. Dr Khangelani Zuma of the HSRC says that more effort needs to be put into encouraging people to get medically circumcised.

The Report also highlights the fact that although HIV prevalence is still high, the availability of antiretroviral treatment has drastically cut down the number of people dying and the mother-to-child transmissions.

- **Impact of HIV/AIDS on development**

Typical impacts of AIDS include decreased productivity of workers, increased absenteeism and additional costs of training of new workers. It also represents a greater demand and pressure on health facilities and as the statistics gathered from antenatal clinics indicate a very real problem of AIDS orphans and child (minor) headed households. These factors must be taken cognizance of when devising local economic development strategies.

- **uThungulu District TB and HIV prevalence:**

The HIV prevalence for uThungulu District, just as that of the KZN province, is high. uThungulu District is therefore also prioritized in the initiatives to combat the spread of the infections. The high TB and HIV prevalence in uThungulu demands that interventions being put in place go beyond obvious, extra ordinary community driven solutions by committed individuals should define the destiny of uThungulu communities.

- **The District comprehensive approach in the war against HIV and AIDS:**

A multi-stakeholder involvement is needed to build a strong preventative, treatment, caring and supportive environment in the fight against HIV and AIDS. Employers, unions, religious groups, civil society organisations, ward councillors, political leaders, Amakhosi, IziNduna, Traditional Health Practitioners, Sport Bodies, Business Sector, Community Care

Givers, CDWs, Youth Ambassadors and other relevant stakeholders have to provide the type of leadership and direction that will lead to real change in people's attitudes and behaviour at ward level . Without a massive joint effort, our district and its people will be shattered by this disease.

- **Functionality of the District AIDS Council and its Local AIDS Councils:**

uThungulu District AIDS Council is functional and is committed to addressing HIV and AIDS issues with the aggressiveness it deserves. All six Local Municipalities under uThungulu District Municipality have established Local AIDS Councils. The functionality of all six Local AIDS Councils is an uncompromised mandate for uThungulu District Municipality; it is in the Multi-Sectoral District Strategic Plan for HIV and AIDS, STI and TB 2012-2016 to ensure a homogeneous integration and a unified approach between the Local AIDS Councils (LAC's) and the DAC to responding to HIV and AIDS issues.

- **The Multi-Sectoral District Strategic Plan for HIV and AIDS, STI and TB 2012-2016:**

The District Strategic plan focuses on the following Five Priority Areas aiming at ensuring comprehensive and coherent response to HIV/AIDS:

### PRIORITY AREA ONE: PREVENTION OF HIV, STI AND TB (HAST):

- **Goals:**
  - To prevent the spread of HIV, STI and TB infections
- **Objectives:**
  - To reduce new HIV infections to less than 1% by 2016.
  - To reduce new smear positive TB infections to less than 200 per 100 000 population by 2016.
  - To reduce STI incidence to less than 0.5% by 2016.

### PRIORITY AREA TWO: SUSTAINING HEALTH AND WELLNESS:

- **Goals:**
  - To ensure sustenance of health and wellness by those infected and affected by HIV, STI and TB
- **Objectives:**
  - To reduce mortality, sustain wellness and improve quality of life of at least 80% of those infected and affected by 2016.
  - To reduce morbidity and improve quality of life of those infected and affected by 2016

### PRIORITY AREA THREE: PROMOTION OF HUMAN RIGHTS AND PROMOTION TO ACCESS TO JUSTICE:

- **Goals:**
  - To ensure protection of human rights and promotion of access to justice for those infected and affected by diseases

- A supportive political environment with a proactive multi-sectoral HIV and AIDS response to protect the rights of those infected and affected

- **Objectives:**
  - To ensure that a legal framework exists and is used to protect the rights of people living with HIV and AIDS by 2016
  - To halve the stigma related to HIV, STI and TB by 2016.
  - To strengthen political and public commitment in order to create a visible, decisive and effective leadership within all sectors by 2016

- **PRIORITY AREA FOUR: REDUCING STRUCTURAL VULNERABILITY – SOCIAL AND CULTURAL NORMS AND VALUES TOWARDS HIV, STI AND TB:**
  - **Goals:**
    - To reduce structural vulnerability relating to social and cultural norms towards HIV, STI and TB due to poverty, socio-cultural norms and gender imbalance
  - **Objectives:**
    - To reduce vulnerability to HIV, STI and TB due to poverty, socio-cultural norms and gender imbalance by 2016.
    - To ensure that infected and affected people are empowered with appropriate coping skills by 2016.

- **PRIORITY AREA FIVE: COORDINATION, MONITORING EVALUATION AND RESEARCH:**
  - **Goals:**
    - To monitor the effectiveness of the response to HIV and AIDS, STI and TB
    - Providing effective coordinated local response to HIV and AIDS that is informed by monitoring, evaluation and research.

  - **Objectives:**
    - To have a well-coordinated district response to HIV, STI and TB that is informed by an effective M&E system by 2016
    - To ensure updates of HIV and AIDS profile; develop evidence based comprehensive multi-sectoral action plans; monitors the implementation of the Action Plan through quarterly reporting and quarterly meeting in which at least 60% of designated members attend; disburse and monitor usage of resources according to plans

There is a need for more strategic and driven **HIV/AIDS** awareness programmes as the level of AIDS related deaths, especially amongst the youth are unacceptable. It is imperative that there is buy-in from communities if the programmes and campaigns are to be successful.

The following effect of HIV/AIDS socially should be noted:

- Poorer households are more vulnerable and the epidemic is likely to deepen poverty and compromise upward mobility

- A greater demand for health care facilities
- A greater demand for financial and welfare support for orphans

The effect of HIV/AIDS economically is:

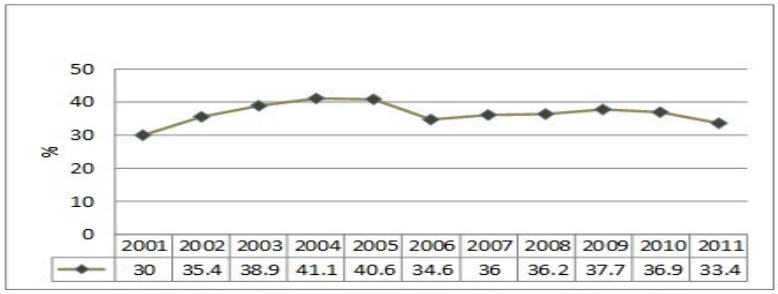
- A shift from savings to current expenditure, thus limiting fixed investment and economic growth
- Possibility of "technological deepening" of the economy as a result of higher absenteeism rates
- Withdrawal of healthy workers to care for ill family members
- Fundamental erosion of South Africa's two key weaknesses: savings and skills shortage
- Increased spending on pharmaceuticals and funerals

The likely effect of HIV/AIDS on planning:

- Population growth and the structure of the population will change in terms of age and gender
- Demand for services such as schools, housing and health care facilities will change
- Provincial and national enrolment
- Impact on development i.e. physical and economic
- Impact on skilled and unskilled labor force;
- Impact on resources and environment;
- Impacts on capacity of institutions;
- Impact on the local economy; and
- Spatial implications

It should be acknowledged that a very big percentage of the people with HIV/AIDS are actually now on anti-retrovirals and therefore are living longer. The death rate is no longer as high as it was before. It is also true that new infections still do take place in spite of the programmes to educate people about HIV that have been in place for some time. It is therefore necessary that we double our efforts on our awareness campaigns. As is obvious, the health facilities play the key role in the fight against HIV and AIDS. uThungulu Community has at its disposal various health facilities from clinics to hospitals.

**Table 59: HIV prevalence among antenatal clients**




*Source: District Health Barometer 2012*

**Table 60: HIV prevalence among clients tested (excluding antenatal)**

| YEAR | UTHUNGULU | UDM HAS BUDGETED R1 200 000 FOR | MTHONJANENI | NKANDLA | NTAMBANANA | UMHLATHUZE | UMLALAZI |
|---|---|---|---|---|---|---|---|
| 2010 | 19.2 | 19.5 | 17.9 | 12.9 | 11.1 | 22.6 | 20.1 |
| 2011 | 17.5 | 15.5 | 14.1 | 7.5 | 16.8 | 24.6 | 15.9 |
| 2012 | 15.5 | 14.9 | 9.2 | 8.7 | 15.4 | 20.9 | 13.8 |
| 2013 | 13.4 | 10.4 | 8.3 | 7.3 | 12.1 | 18.8 | 13.4 |

*Source: DHIS*

The Department of Health from 2010 started with an extensive HCT campaign and an HIV prevention strategy. This marked the introduction of Medical Male Circumcision and an accelerated condom distribution plan. As a result there is the decrease in HIV prevalence rate as was at 19.2 in 2010 and 13.4 in 2013. uMhlathuze sub district is still having the highest prevalence rate of 18.8 in 2013 and Nkandla has the lowest prevalence rate of 7.3

- **Hospitals in UThungulu District**

The District has two Regional hospitals, six District Hospital, 57 fixed Clinics, 1 CHC and 14 mobile Clinics with 66 mobile stopping points. The District also has six local authority Clinics.

- **Regional Hospitals**
  - **Ngwelezane Hospital**

    Ngwelezana Hospital is a 554 bedded hospital. It provides District, Regional and Tertiary Services to communities from uThungulu, Umkhanyakude and Zululand Districts. It is situated at Ngwelezana Suburb which is 5km's away from Empangeni. Empangeni is about 20km's from Richards Bay Industrial area, Harbour and Beaches and Airport.

  - **Eshowe Hospital**

    The Eshowe hospital is a 460 bed hospital and has a staff of over five hundred members, which include twenty doctors, (Eshowe Hospital is accredited for training interns), four pharmacists and 290 nurses. Facilities include an emergency room, an endoscopy room, four fully-equipped operating theatres, a small physiotherapy department and a radiology department capable of doing a variety of investigations including contrast studies and ultrasound examinations.

- **District Hospitals**

District Hospitals include Catherine Booth hospital, Ekombe hospital, Mbongolwane hospital, Nkandla hospital, and KwaMagwaza hospital. Indeed the hospitals and the clinics provide an accessible, integrated, high quality health service to the community, which includes HIV/AIDS treatment.

**Table 61: Health Facilities per Municipality**

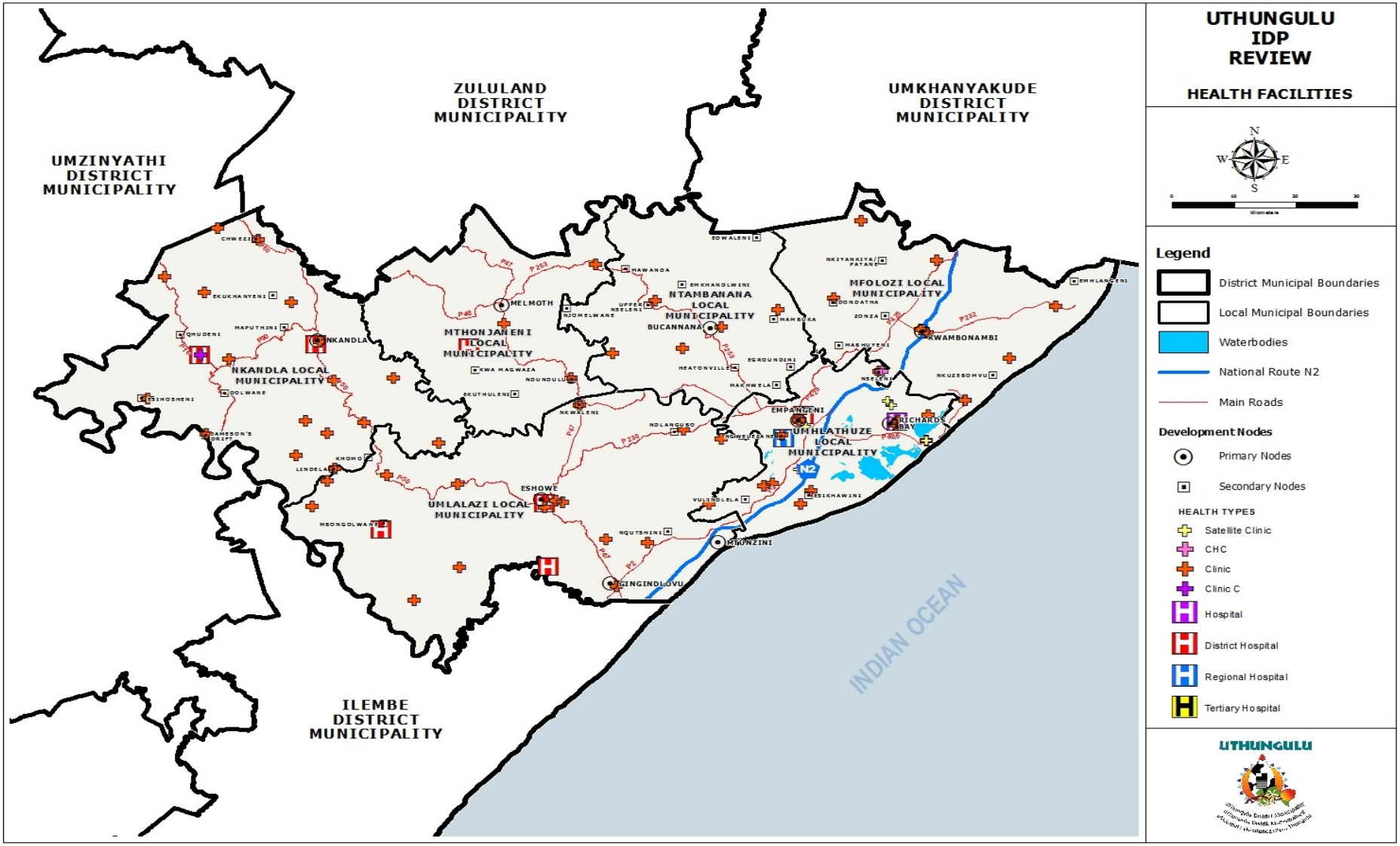
| | Non-Fixed Facilities | | | | Clinics | | | Hospitals | |
|---|---|---|---|---|---|---|---|---|---|
| Name Sub-District | Health Post | HTA Sites | Mobile Teams | Mobile points | Clinics | LG Clinics | CHCs | District | Regional |
| Mfolozi | 0 | 0 | 01 | 22 | 07 | 0 | 0 | 0 | 0 |
| Mthonjaneni | 01 | 0 | 01 | 22 | 04 | 0 | 0 | 01 | 0 |
| Nkandla | 02 | 0 | 04 | 68 | 19 | 0 | 0 | 02 | 0 |
| Ntambanana | 0 | 0 | 01 | 28 | 05 | 0 | 0 | 0 | 0 |
| uMhlathuze | 01 | 07 | 04 | 86 | 09 | 02 | 01 | 0 | 02 |
| uMlalazi | 01 | 01 | 05 | 90 | 14 | 0 | 0 | 03 | 0 |
| Uthungulu | 05 | 08 | 15 | 316 | 58 | 02 | 01 | 06 | 02 |

*Source: Dept of Health*

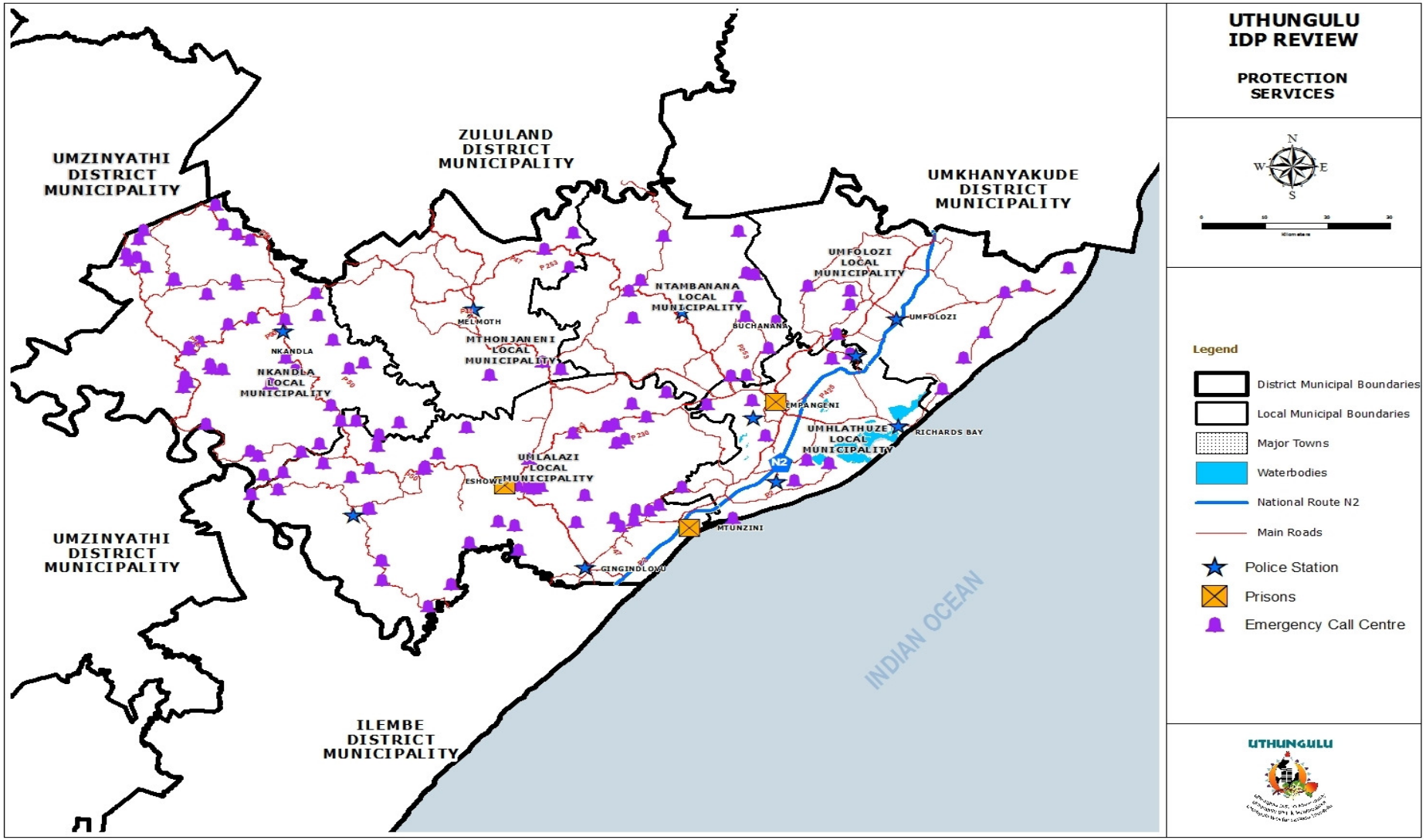
According to the information in the table above and map 36 below it seems that the district is well provided for in terms of health care facilities, especially in the light of availability of hospital facilities in the Umhlatuze area.

It is indicated that the total population of UDM is within 100km's of a hospital.

**Map 46: Health Facilities**



**Map 47: Protection Services**



### C5.2.3 SAFETY AND SECURITY

Crime Awareness Campaigns, through the Community Policing Forums with co-operation of the local SAPS and the Regional Security Cluster, are being undertaken.

**Table 62: Protection Services**

| POLICE STATIONS | NUMBER |
|---|---|
| uMfolozi | 1 |
| Mthonjaneni | 1 |
| Nkandla | 1 |
| Ntambanana | 1 |
| uMhlathuze | 5 |
| uMlalazi | 4 |

*Source: UDM GIS*

## C5.3 NATION BUILDING AND SOCIAL COHESION

All the Community Services programmes are generally geared to have an impact on nation building and social cohesion, for example:

### C5.3.1 SPORT

Sport brings people together and encourages cooperation. Each athlete in a team has to work closely with other athletes for the success of the team.

### C5.3.2 PROGRAMMES FOR THE MARGINALISED

Forums have been established for all the marginalized groups. These forums serve the purpose of discussing and coming up with solutions on the various problems affecting the groups and the society in general. For example, we have the Youth Council, Disability Forum, Senior Citizens Forum, Men's Forum, etc.; all of these Forums meet regularly and discuss issues pertinent to each group and the society as a whole. Solutions to various social ills are sought through these structures.

## C5.4 COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

The vulnerable groups are taken care of through Community Development Interventions that are identified by the Groups themselves. Vulnerable Groups in their Forum meetings identify their needs and suggest possible interventions required. The vulnerable groups include disabled people, youth, children, senior citizens, HIV positive people and the affected people. The interventions cover a range of issues such as health, education, food security, skills development, etc

## C5.5 YOUTH DEVELOPMENT

The interventions for Youth Development encompass Health Education, Education and Training, Economic Emancipation, Skills Development, Safety and Security, Social Transformation, Sports and recreation and Arts & Culture. The interventions are informed by the objectives of uThungulu Youth Strategy for the current financial year.

## C5.6 DEVELOPMENT OF PEOPLE WITH DISABILITIES

The initiatives for the development of people with disabilities focus on:

- Viable/functional structures/ forums at local municipalities and ward levels;
- Functional disabled support groups;
- Empowerment of parents of children with disabilities;
- Community workshops on disability management;
- Sign language;
- Health issues
- Commemoration of International Day and Parliament for people with disabilities.

## C5.7 DEVELOPMENT OF WOMEN

The interventions for the development of women cover the ff issues:

- Gender abuse and violence,
- Human Rights issues,
- Entrepreneurship and business management,
- Health issues,
- Education issues;
- Agriculture/ farming projects including One Garden One Home and;
- Strengthening of functional structures/ forums at local municipalities and ward levels.

## C5.8 EARLY CHILDHOOD DEVELOPMENT

The programme Children's Rights takes care of the Early Childhood development (ECD) initiative whereby the focus is on supporting centres for early child development as per their unique identified needs, such as educational material, toys for cognitive development and tools & equipment for centres. The conducting of Children's Rights Awareness Campaigns on ECD centres is part of the development intervention for the children.

## C5.9 SOCIAL DEVELOPMENT SWOT ANALYSIS

### STRENGTHS AND OPPORTUNITY

- **Sport, youth & culture programmes**
  - Potential to enhance Sport & Youth Development
  - Promotion of cultural activities
  - Each programme to have a dedicated officer
- **Environmental & Health**
  - Devolution of environmental health services from province to district municipalities

- Finalization of Devolution of EHS will enhance service delivery

- **Special Programmes**
  - Strengthening of awareness campaigns at ward level on vulnerability matters
  - Alignment of programmes with Provincial and national guidelines
- **Crime Prevention**
  - Budget availability to implement crime prevention strategies
  - Function has a potential for growth to enhance crime awareness
  - UDM advisory forum to be established

### WEAKNESS AND THREATS

- **Disaster Management**
  - Personnel: Inadequate
  - Building: OHM Compliance, old building, office space
  - Equipment: Outdated, insufficient
  - Financial resources
  - Poor or limited service delivery
- **Sport, youth & culture programmes**
  - Inadequate financial resources
  - Fragmentation not well coordinated plans for this programme
  - Sport only concentrate on SALGA Games
  - The sport budget is mainly used for SALGA Games- annual event
- **Environmental & Health**
  - Shortage of staff rendering EHS thus hampering service delivery
  - EHS funds being used for non-environmental health matters
  - Delay in the Air Quality Management Plan
  - Insufficient rendering of EHS could result in health hazards and epidemics
- **Special Programmes**
  - Shortage of staff
  - Limited resources e.g. laptops
  - Non adherence to work plans or programmes
- **Crime Prevention**
  - No dedicated official
  - No programmes
  - Increase in crime activities within the district

# C6.0 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

## C6.1 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

### C6.1.1 MAIN SOURCES OF REVENUE

The municipality's main sources of revenue are:

- Grants and Subsidies from national and provincial governments;
- Equitable share from national government;
- Service charges from water, sanitation solid waste and cemetery services provided by the District;
- Interest from investing the municipality's funds and interest charged for services not paid on time by consumers; and
- Other – including tender deposits and other income collected by the municipality from other service charges.

### C6.1.2 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

uThungulu District Municipality has an Indigent Policy in place; the indigent package is as follows:

- Reduced Sewer services
- No refundable deposits
- 10 kilolitres free water.

**As 31 January 2015** of the total of 32 108 consumers, 2 687 were registered as indigent with a book debt of R 3 428 732.49. **As 30 June 2012** of the total of 27 466 consumers, 3 291 were registered as indigent with a book debt of R 3,435,552.59.
The household income beneficiary threshold qualification for indigent support is equivalent to two times the monthly old age state grant. The register of Indigent consumers is limited to consumers who have made application and have been accepted, subject to the ward councilor vetting the application. However some consumers have not applied even though they qualify for the Indigent Programme. This is mostly due to a lack of knowledge about the programme, and reluctance due to perceived stigma about indigent status.
The revenue department does conduct revenue workshops within the suburbs to assist consumers to register for indigent programs.

In addition to allowing domestic consumers a free monthly allocation of 6kl of water, all registered indigent consumers are allocated a further 4kl. This was considered after an analysis of poor households revealed that many home have a significant number of occupants, and the allocated 6kl of water is seldom sufficient.
The municipality is in the process of implementing intelligent/smart meters which will assist in ensuring that consumers buy water in advance and also restricted consumers receive water up to the free basic service level and nothing more. This will elicit response from consumers and will not increase debt and thus increase collection rate.

The key elements of Councils Indigent policy are summarised as follows:

- **Purpose**
  Council has identified that there is a vast number of residents within the district who cannot afford to pay for municipal services. In this regard Council has identified free and subsidized services that may be offered to the poor.
- **Classification**
  Council sets minimum criteria for the classification of an indigent, the key aspects of which are as follows:
  - Property value to not exceed R 200 000.00.
  - Total household income to not exceed the equivalent of two state pensions.
  - Property owner to not own other properties.
- **Universal Approach**
  - All residential consumers within the District shall be entitled to 6kl of water per month at no cost.
  - All sewers for residential consumers shall be capped at rates determined by Council, irrespective of the value of the property.
- **Targeted Approach**
  Consumers who are identified as indigent shall receive the following benefits;
  - 10kl of free water per month.
  - Exempt from the payment of water service charges.
  - Exempt from the payment of refundable deposits.
  - Rebate on sewer charges.
- **Water**
  - The first 10 kl's of water per month will be supplied free of charge, thereafter the tariffs as promulgated for domestic tariffs shall be applicable.
  - The registered indigent consumer shall be exempted from payment of the service fee for water which is applicable to any domestic consumer who consumes in excess of 6kl of water per month
  - The consumer may be fitted with a prepaid water meter
- **Burials**
  - Subject to the burial policy, Costs associated with the collection, removal and subsequent internment of the body
- **Sanitation**
  - 50% rebate on the total charge applicable for the said property. The rebate shall not be applicable to any property valued at greater than R 200 000.00 per the latest available published valuation roll.
  - Irrespective of the value of the indigent consumer's property as published in accordance with the MPR act No 6 of 2004, Council will levy a fixed subsidised fee for indigent consumers, which shall be determined annually

## C6.1.3 GRANTS & SUBSIDIES

Grants are a very necessary part of the municipality's planning process and the following grants were received from the National and Provincial Government in the past financial year.

- Equitable Share R 185 mil
- Levy Replacement Grant R 197 mil
- Municipal Infrastructure Grant (MIG) R 172 mil
- Municipal Water Infrastructure Grant (MWIG)R37 mil
- Regional Bulk Infrastructure Grant (RBIG) R180 mil
- Finance Management Grant
- Municipal Systems Improvement Grant
- Rural Transport Services and Infrastructure grant
- EPWP Incentive Grant, and
- Water Services Operating Subsidy Grant (Grant in kind)

The following extract form the municipal budget indicate the breakdown of all grants and Subsidies

**Table 63: Grants and Subsidies (To be updated in final IDP)**

| DESCRIPTION | 2009/10 | 2010/11 | 2011/12 | CURRENT YEAR 2012/13 | | | 2013/14 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK | | |
|---|---|---|---|---|---|---|---|---|---|
| **R thousand** | **Audited Outcome** | **Audited Outcome** | **Audited Outcome** | **Original Budget** | **Adjusted Budget** | **Full Year Forecast** | **Budget Year 2013/14** | **Budget Year +1 2014/15** | **Budget Year +2 2015/16** |
| **RECEIPTS:** | | | | | | | | | |
| **Operating Transfers and Grants** | | | | | | | | | |
| **National Government:** | **219 487** | **266 608** | **306 150** | **372 217** | **375 006** | **375 006** | **404 299** | **427 861** | **444 365** |
| Local Government Equitable Share | 93 710 | 120 340 | 146 964 | 162 849 | 162 849 | 162 849 | 173 064 | 184 377 | 194 608 |
| RSC Levy Replacement | 122 819 | 139 638 | 152 214 | 165 913 | 165 913 | 165 913 | 180 845 | 197 121 | 211 775 |
| EPWP Incentive | 617 | 1 748 | 2 444 | 2 651 | 3 955 | 3 955 | 2 840 | – | – |
| DWAF - Water Serv Ops Sub | 119 | 70 | – | 300 | 300 | 300 | 1 924 | 4 174 | 3 800 |
| NT - Local Finance Management | 1 287 | 1 534 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 |
| COGTA - MSIG | 735 | 3 278 | 1 590 | 1 000 | 1 000 | 1 000 | 890 | 934 | 967 |
| MIG | – | – | – | 36 478 | 36 478 | 36 478 | 40 960 | 37 700 | 29 600 |
| Department of Transport | 200 | – | 1 688 | 1 776 | 3 261 | 3 261 | 1 746 | 2 305 | 2 365 |
| DWAF - ACIP Programme | | | | | | | 780 | | |
| Other transfers/grants [insert description] | | | | | | | | | |
| **Provincial Government:** | **4 500** | **329** | **–** | **400** | **900** | **900** | **4 953** | **1 468** | **282** |
| DTLGA - Strategic Support | 4 500 | 329 | – | 400 | 400 | 400 | | | |
| COGTA | – | – | – | – | 500 | 500 | 4 700 | – | – |
| National Treasury | | | | | | | | | |
| Sports and Recreation | | | | | | | 253 | 268 | 282 |
| DTLGA - Develop Planning Shared Services | | | | | | | – | 1 200 | |
| **District Municipality:** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| *Umhlathuze* | | | | | | | | | |
| **Other grant providers:** | **250** | **–** | **–** | **–** | **20** | **20** | **–** | **–** | **–** |
| | 90 | – | – | – | – | – | – | – | – |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 160 | | – | – | – | – | – | – | – |
| *Bell Equipment* | – | – | – | – | 20 | 20 | – | – | – |
| **Total Operating Transfers and Grants** | **224 237** | **266 937** | **306 150** | **372 617** | **376 086** | **375 926** | **409 252** | **429 329** | **444 647** |
| | | | | | | | | | |
| **Capital Transfers and Grants** | | | | | | | | | |
| **National Government:** | **119 936** | **130 586** | **196 371** | **202 746** | **199 441** | **199 441** | **238 908** | **377 23** | **679 772** |
| MIG | 118 683 | 112 210 | 160 933 | 158 745 | 158 745 | 158 745 | 201 408 | 195 735 | 318 272 |
| DWAF - regional bulk | 1 213 | 18 326 | 35 438 | 44 001 | 40 696 | 40 696 | 35 000 | 180 000 | 360 000 |
| Local Finance Management Grant | 40 | 50 | – | – | – | – | – | – | – |
| Water Serv Ope - Boreholes | | | | | | | 1 500 | 1 500 | 1 500 |
| DWAF - ACIP Programme | | | | | | | 1 000 | – | – |
| Other capital transfers/grants [insert desc] | | | | | | | | | |
| **Provincial Government:** | **–** | **–** | **8 717** | **–** | **8 000** | **8 000** | **–** | **–** | **–** |
| COGTA | – | – | 8 717 | – | 8 000 | 8 000 | – | – | – |
| **District Municipality:** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| *Umhlathuze* | | | | | | | | | |
| **Other grant providers:** | **–** | **–** | **–** | **2 000** | **2 160** | **2 160** | **2 000** | **2 000** | **2 000** |
| *Foskor* | | | | | 160 | 160 | | | |
| *RBM* | | | | 2 000 | 2 000 | 2 000 | 2 000 | 2 000 | 2 000 |
| **Total Capital Transfers and Grants** | **119 936** | **130 586** | **205 088** | **204 746** | **209 601** | **209 601** | **240 908** | **379 235** | **681 772** |
| **TOTAL RECEIPTS OF TRANSFERS & GRANTS** | **344 173** | **397 523** | **511 238** | **577 363** | **585 687** | **585 527** | **650 160** | **808 564** | **1 126 419** |

*Source: UDM Budget*

### C6.1.4 MUNICIPALITY'S CREDIT RATING

A credit rating is an opinion with a focus on the ability and willingness of a debt issuer (a borrower) to repay its obligations in full and on time. (It is an opinion on credit worthiness). The opinion is expressed through rating symbols and each symbol has its own definition.

The ratings are divided into two categories namely:

- **Short Term Debt Rating Scale –** rates an organisation's general unsecured credit worthiness over the short term (i.e. over a 12 month period). Such a rating provides an indication of the probability of default on any unsecured short term obligations, including commercial paper, bank borrowings.

- **Long Term Debt Rating Scale –** rates the probability of default on specific long term debt instruments over the life of the issue. It is possible that different issues by a single issuer could be accorded different ratings, depending on the underlying characteristics of each issue (e.g. is it a senior or subordinated debt instrument, is it secured or unsecured and, if secured, what is the nature of security).

The key findings of the rating for UDM expressed by Global Credit Rating Co. can be summarized as follows:

The municipalities credit rating has remained the same in both the short (A rating) and long term debt (A1) rating scales as well as the rating outlook of stable

The rating's awarded to the Municipality for the four previous financial years and the current 2012/2013 financial year are summarized in the table below:

**Table 64: Credit Rating (To be updated in final IDP)**

| SECURITY CLASS | MEANING | 08/09 RATING | 09/10 RATING | 10/11 RATING | 11/12 RATING | 12/13 RATING |
|---|---|---|---|---|---|---|
| Short Term | Very high certainty of timely payment. Liquidity factors are excellent and supported by good fundamental protection factors. Risk factors are minor. | A1 - | A1- | A1 - | A1 | A1 |
| Long Term | High credit quality. Protection factors are good. However, risk factors are more variable and greater in A- periods of economic stress. | A- | A- | A - | A | A |

## C6.1.5 EMPLOYEE RELATED COSTS (INCLUDING COUNCILLOR ALLOWANCES)

Increases must be budgeted for in line with the collective agreement, which has been budgeted as 6.79% for the 2014/15 salaries budget.

An acceptable benchmark of overtime as a percentage of the total remuneration has been set at 4.5%. uThungulu has ensured that the overtime budget is limited to 2% of remuneration.

There has been a moderate increase of 1% in the salary budget when compared with indicative budget during the 2013/14 MTREF.

For the year 2014/2015 the total employee cost = 28.63% of the budget

**Table 65: Employee Related Costs (To be updated in final IDP)**

| DESCRIPTION | REF | 2010/11 | 2011/12 | 2012/13 | CURRENT YEAR 2013/14 | | | 2014/15 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK | | |
|---|---|---|---|---|---|---|---|---|---|---|
| R thousand | 1 | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2014/15 | Budget Year +1 2015/16 | Budget Year +2 2016/17 |
| Employee related costs | 2 | 86 623 | 88 085 | 99 493 | 138 704 | 130 369 | 130 369 | 155 288 | 164 077 | 177 06 |
| Remuneration of councillors | | 5 492 | 7 870 | 8 523 | 9 277 | 9 727 | 9 727 | 10 584 | 11 261 | 11 983 |

*Source: UDM Budget*

### C6.1.6 SUPPLY CHAIN MANAGEMENT (SCM)

The SCM policy has been reviewed and addresses the current needs of the municipality. This policy was part of all the financial policies that went through the finance portfolio committee. The Policy gives effect to the principles of Broad Based Black Economic Empowerment.

The policy sets the parameters for the procurement of goods and services from external parties. It also controls Logistics Management, Disposal of Assets and indicates the role of Council in the SCM process.

Mandatory criteria for suppliers:
All suppliers must make the following available to the Council;

- Valid original tax certificate.
- CIDB registration for construction companies.
- Business licence for catering service providers.
- Letter from health department for catering service providers.
- Fax number and / or e-mail address.
- Certificate from Local Municipality if business operates from a residential property.
- Completed Declaration of Interest forms.
- Completed Declaration of Service Provider's past SCM practices.
- Completed EFT forms.

### C6.1.7 AUDIT COMMITTEE

The committee has three audit members who have been appointed through a "recruitment process", appointed for two financial years. The committee further invites the following individuals to the quarterly meetings: Internal audit, External audit and the Chair of the MPAC. The members are as follows:
Dr V J Mthembu (Chairperson)
Prof J L W de Clerq
Cllr S W Mgenge

### C6.1.8 DEPARTMENTAL POLICIES

**Table 66: Finance Department Policies (To be updated in final IDP)**

| NAME OF POLICY | DATE OF COUNCIL ADOPTION |
|---|---|
| Tariff | May 2014 |
| Credit control and debt collection bylaws | May 2014 |
| Incentive | May 2014 |
| Supply chain Management Policy | May 2014 |
| Indigent | May 2014 |
| Property, Plant and Equipment | May 2014 |
| Budget Policy | May 2014 |
| Long Borrowing Policy | May 2014 |
| Investment and Banking | May 2014 |
| Virement | May 2014 |
| Policies Relating to Personnel | May 2014 |

| | |
|---|---|
| - Recruitment & Selection Policy | May 2014 |
| - Succession & Retention Policy | May 2014 |

*Source: UDM Finance Department*

## C6.2 AUDITOR GENERAL REPORT 2013/14

A copy of the Auditor General Report 2013/14 together with the municipality's s response thereto is available as Annexure 5 to this document. The AG provided the following opinion:

"In my opinion, the consolidated and separate financial statements present fairly, in all material aspects, the financial position of uThungulu District Municipality and as at 30 June 2014, and their financial performance, and cash flows for the year ended in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA."

## C6.3 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

### C6.3.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

#### C6.3.1.1 Capital Budget Analysis (To be updated in final IDP)

From the table below it is evident that the bulk of all capital expenditure is to address the services backlogs with the bulk of funding going towards water provision.

**Table 67: Capital Expenditure by Standards Classification**

| VOTE DESCRIPTION | 2009/10 | 2010/11 | 2011/12 | CURRENT YEAR 2012/13 | | | | 2013/14 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **R thousand** | **Audited Outcome** | **Audited Outcome** | **Audited Outcome** | **Original Budget** | **Adjusted Budget** | **Full Year Forecast** | **Pre-audit outcome** | **Budget Year 2013/14** | **Budget Year +1 2014/15** | **Budget Year +2 2015/16** |
| ***Governance and administration*** | **11 038** | **6 047** | **3 235** | **1 010** | **12 294** | **12 294** | **–** | **2 860** | **1 575** | **1 500** |
| Executive and council | 631 | 58 | 963 | | 283 | 283 | | 1 620 | 25 | – |
| Budget and treasury office | 10 407 | 5 989 | 2 272 | 340 | 340 | 340 | | 240 | 200 | 200 |
| Corporate services | | | | 670 | 11 672 | 11 672 | | 1 000 | 1 350 | 1 300 |
| ***Community and public safety*** | **2 418** | **49** | **1 162** | **2 120** | **8 076** | **8 076** | **–** | **9 431** | **8 900** | **8 700** |
| Community and social services | 122 | 47 | 1 162 | 2 120 | 7 180 | 7 180 | | 9 431 | 7 700 | 7 700 |
| Sport and recreation | | | | | – | – | | | | |
| Public safety | 2 296 | 1 | | | 896 | 896 | | – | 1 200 | 1 000 |
| Housing | | | | | – | – | | – | – | – |
| Health | | | | | – | – | | – | – | – |
| ***Economic and environmental services*** | **267** | **18** | **33** | **–** | **604** | **604** | **–** | **200** | **–** | **–** |
| Planning and development | 267 | 18 | 33 | | 484 | 484 | | – | – | – |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Road transport | | | | | – | – | | – | – | – |
| Environmental protection | | | | | 120 | 120 | | 200 | – | – |
| ***Trading services*** | **138 413** | **110 865** | **197 499** | **233 796** | **295 930** | **295 930** | **–** | **264 997** | **393 198** | **695 519** |
| Electricity | 162 | | | | | | | – | – | – |
| Water | 128 907 | 110 813 | 197 324 | 226 196 | 269 299 | 269 299 | | 254 497 | 391 198 | 693 519 |
| Waste water management | | 60 | 94 | | 8 562 | 8 562 | | | 2 000 | 2 000 |
| Waste management | 9 344 | (7) | 81 | 7 600 | 18 070 | 18 070 | | 10 500 | | |
| ***Other*** | | | | | | | | | | |
| **Total Capital Expenditure - Standard** | **152 136** | **116 979** | **201 929** | **236 926** | **316 904** | **316 904** | **–** | **277 488** | **403 673** | **705 719** |

*Source: UDM Budget*

### C6.3.1.2 Operational Budget Analysis (To be updated in final IDP)

**Table 68: Budgeted Financial Performance**

| STANDARD CLASSIFICATION DESCRIPTION | 2009/10 | 2010/11 | 2011/12 | CURRENT YEAR 2012/13 | | | 2013/14 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK | | |
|---|---|---|---|---|---|---|---|---|---|
| **R thousand** | **Audited Outcome** | **Audited Outcome** | **Audited Outcome** | **Original Budget** | **Adjusted Budget** | **Full Year Forecast** | **Budget Year 2013/14** | **Budget Year +1 2014/15** | **Budget Year +2 2015/16** |
| **Revenue - Standard** | | | | | | | | | |
| ***Municipal governance and administration*** | **349 915** | **301 175** | **420 639** | **487 048** | **573 283** | **573 283** | **502 042** | **628 329** | **964 374** |
| Budget and treasury office | 349 915 | 301 175 | 420 639 | 487 048 | 573 283 | 573 283 | 502 042 | 628 329 | 964 374 |
| ***Community and public safety*** | **808** | **316** | **217** | **19 690** | **16 161** | **16 161** | **17 335** | **18 459** | **19 476** |
| Community and social services | **808** | **316** | **217** | **219** | **219** | **219** | **285** | **301** | **319** |
| *Cemeteries & Crematoriums* | 808 | 316 | 217 | 219 | 219 | 219 | 285 | 301 | 319 |
| Health | **–** | **–** | **–** | **19 472** | **15 943** | **15 943** | **17 050** | **18 158** | **19 157** |
| *Other* | – | – | – | 19 472 | 15 943 | 15 943 | 17 050 | 18 158 | 19 157 |
| ***Economic and environmental services*** | **–** | **13 780** | **14 389** | **–** | **–** | **–** | **–** | **–** | **–** |
| Environmental protection | **–** | **13 780** | **14 389** | **–** | **–** | **–** | **–** | **–** | **–** |
| *Other* | – | 13 780 | 14 389 | – | – | – | | | |
| ***Trading services*** | **128 564** | **149 752** | **181 781** | **184 678** | **220 705** | **220 705** | **243 686** | **255 359** | **262 107** |
| Electricity | **156** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| *Electricity Distribution* | 156 | – | – | – | – | – | | | |
| Water | **120 045** | **139 000** | **169 596** | **171 419** | **173 219** | **173 219** | **188 067** | **200 003** | **211 262** |
| *Water Distribution* | 120 045 | 139 000 | 169 596 | 171 419 | 173 219 | 173 219 | 188 067 | 200 003 | 211 262 |
| Waste water management | **3 295** | **3 513** | **3 740** | **3 203** | **37 431** | **37 431** | **41 919** | **38 916** | **31 117** |
| *Sewerage* | 3 295 | 3 513 | 3 740 | 3 203 | 37 431 | 37 431 | 41 919 | 38 916 | 31 117 |
| Waste management | **5 068** | **7 239** | **8 445** | **10 055** | **10 055** | **10 055** | **13 700** | **16 440** | **19 728** |
| *Solid Waste* | 5 068 | 7 239 | 8 445 | 10 055 | 10 055 | 10 055 | 13 700 | 16 440 | 19 728 |
| **Total Revenue - Standard** | **479 287** | **465 023** | **617 026** | **691 416** | **810 150** | **810 150** | **763 064** | **902 147** | **1 245 957** |

Source: UDM Budget

### C6.3.1.3 Operating Expenditure

The municipality's operating expenditure is steadily increasing, but it can be noted that there is no specific large increases with the exception of materials and bulk purchases

where the budget for 2014/2015 indicates R26 452 mil and the 2015/2016 R41 733 – there is a 58% increase which is relatively high compared to the other expenditure sectors

**Table 69: Operating Expenditure (To be updated in final IDP)**

| DESCRIPTION | 2009/10 | 2010/11 | 2011/12 | CURRENT YEAR 2012/13 | | | 2013/14 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK | | |
|---|---|---|---|---|---|---|---|---|---|
| R thousand | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2013/14 | Budget Year +1 2014/15 | Budget Year +2 2015/16 |
| **Expenditure By Type** | | | | | | | | | |
| Employee related costs | 67 271 | 81 131 | 80 215 | 127 085 | 115 492 | 115 492 | 138 704 | 153 153 | 163 790 |
| Remuneration of councillors | 5 415 | 5 492 | 7 870 | 8 145 | 8 809 | 8 809 | 9 277 | 10 270 | 10 983 |
| Debt impairment | 3 154 | 6 436 | 8 024 | 3 379 | 3 379 | 3 379 | 8 096 | 8 541 | 9 011 |
| Depreciation & asset impairment | 30 116 | 40 061 | 36 543 | 42 318 | 42 318 | 42 318 | 45 827 | 48 872 | 52 920 |
| Finance charges | 9 244 | 12 699 | 11 901 | 14 180 | 14 180 | 14 180 | 11 460 | 11 471 | 11 484 |
| Bulk purchases | 18 357 | 24 470 | 29 204 | 23 775 | 28 775 | 28 775 | 25 082 | 26 462 | 41 733 |
| Other materials | – | | | 113 | 113 | 113 | 299 | 315 | 329 |
| Contracted services | 68 077 | 60 161 | 63 005 | 74 921 | 75 181 | 75 181 | 80 721 | 85 657 | 95 531 |
| Transfers and grants | 3 476 | 6 031 | 9 244 | 10 786 | 10 786 | 10 786 | 11 857 | 7 340 | 7 590 |
| Other expenditure | 191 740 | 129 401 | 154 726 | 191 789 | 236 214 | 236 214 | 194 755 | 189 593 | 193 668 |
| Loss on disposal of PPE | | | 419 | | | | | | |
| **Total Expenditure** | **396 849** | **365 883** | **401 150** | **496 490** | **535 247** | **535 247** | **526 077** | **541 674** | **587 039** |

*Source: UDM Budget*

## C6.3.2 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The municipality has Credit Control and debt Collection Policy in place as well as incentive schemes to encourage prompt payment of debtor accounts.

- **Incentive Policy**
  The key elements of Councils Incentive policy are summarised as follows;
- **Purpose**
  The policy has been formulated to write off old outstanding debt deemed as irrecoverable and at the same time to rehabilitate defaulting consumers so as to ensure that the cost of bad debt in the future years would decrease considerably.
- **Approach**
  Council, in identifying individual consumers with long outstanding debts, shall enter into a binding agreement with such consumer whereby the following obligations and benefits shall emanate:
  a) Council shall "park" a determined amount of outstanding debt and such debt shall incur no interest charges nor shall it be subject to any credit control actions.
  b) The consumer shall commit to making all future payments in full on or before due date.
  c) On receipt of 4 consecutive month's payments, Council shall write off 1/9 of the outstanding debts.

- **Aim**

  In adopting this policy it is Council's intention that a debtor will after 36 months, have his outstanding debts written off in full and furthermore the said debtor would have become accustomed to making regular payment for municipal services which furthermore secures long term sustainable revenue

## CREDIT CONTROL AND DEBT COLLECTION

- **Policy Aim**

  An approved Credit Control policy is in operation within the District of uThungulu. The policy stipulates the processes to be followed in the recovery of debt. The application of the policy has produced positive results, even with due consideration to the worldwide economic crises and the high unemployment rates within the district.

- **Tariff Policy**

  One of the primary functions of council is to provide services to the people resident within its municipal area. The funding of these services is made possible by charging for municipal services rendered .Tariffs represent the charges levied by Council on consumers for the utilization of services provided by the Municipality.

  These are calculated dependent on the nature of service being provided. They may be set in a manner so as to recover the full cost of the service being provided or recover part of the costs or bring about surplus that can be utilized to subsidise other non-economical services.

- **Objective**

  The objective of the tariff policy is to ensure that:

  - The tariffs of the Municipality comply with the legislation prevailing at the time of implementation.
  - The Municipal services are financially sustainable, affordable and equitable.
  - The needs of the indigent and aged are taken into consideration.
  - There is consistency in how the tariffs are applied throughout the municipality and;
  - The policy is drawn in line with the principles as outlined in the MSA

- **Chargeable services rendered**

  - **Water**

    Tariffs are applied on a sliding scale basis whereby the rates per kilolitre of water consumed increase with volume consumed. All residential consumers are provided with free water equivalent to 6kl per month.

  - **Sanitation**

    The calculation of sewerage tariffs is based on the valuation of the property per the latest available valuation roll. For billing purposes sewer charges are calculated as an annual amount and proportioned over a twelve month period.

- **Waste**

  The Council may permit the usage of its waste site to any domestic or commercial consumers. Such usage shall be chargeable on a per ton basis.
- **Other Tariffs**
  - Cemetery
  - Tenders flows.

### C6.3.3 MUNICIPAL CONSUMER DEBT POSITION

From the below table it can be seen that the municipality is managing the consumer debts effectively and that there is no provision for any large increases which will negatively influence the municipality until 2015/2016.

**Table 70: Municipal Assets (including Debts) (To be updated in final IDP)**

| DESCRIPTION | 2009/10 | 2010/11 | 2011/12 | CURRENT YEAR 2012/13 | | | 2013/14 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK | | |
|---|---|---|---|---|---|---|---|---|---|
| R thousand | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2013/14 | Budget Year +1 2014/15 | Budget Year +2 2015/16 |
| **ASSETS** | | | | | | | | | |
| **Current assets** | | | | | | | | | |
| Cash | 22 081 | 45 358 | 86 717 | 21 105 | 21 105 | 21 105 | 22 266 | 23 490 | 24 782 |
| Call investment deposits | 240 000 | 320 000 | 280 000 | 325 000 | 325 000 | 325 000 | 330 000 | 355 000 | 360 000 |
| **Consumer debtors** | **14 540** | **10 229** | **12 858** | **11 870** | **11 870** | **11 870** | **12 523** | **13 212** | **13 938** |
| Other debtors | 17 569 | 19 837 | 35 167 | 20 536 | 20 536 | 20 536 | 21 665 | 22 857 | 24 114 |
| Current portion of long-term receivables | 221 | 33 | 35 | 181 | 181 | 181 | 32 | 36 | 39 |
| Inventory | 8 403 | 7 069 | 6 122 | 7 631 | 7 631 | 7 631 | 8 051 | 8 493 | 8 961 |
| **Total current assets** | **302 814** | **402 526** | **420 899** | **386 323** | **386 323** | **386 323** | **394 537** | **423 088** | **431 835** |

*Source: UDM Budget*

### C6.3.4 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (Q&M)

It can be seen from the table below that the municipality budgeted an amount of R41 730 000 for repairs and maintenance to municipal infrastructure.

**Table 71: Repairs and Maintenance expenditure by asset class (To be updated in final IDP)**

| DESCRIPTION | 2009/10 | 2010/11 | 2011/12 | CURRENT YEAR 2012/13 | | | 2013/14 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK | | |
|---|---|---|---|---|---|---|---|---|---|
| R thousand | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2013/14 | Budget Year +1 2014/15 | Budget Year +2 2015/16 |
| **Repairs and maintenance expenditure by Asset Class/Sub-class** | | | | | | | | | |
| | | | | | | | | | |
| **Infrastructure** | **31 210** | **32 975** | **33 189** | **38 131** | **37 798** | **37 798** | **41 730** | **38 651** | **51 537** |
| Infrastructure - Road transport | – | – | – | – | – | – | – | – | – |
| *Roads, Pavements & Bridges* | | | | | | | | | |
| *Storm water* | | | | | | | | | |
| Infrastructure - Electricity | – | – | – | – | – | – | – | – | – |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *Generation* | | | | | | | | | |
| *Transmission & Reticulation* | | | | | | | | | |
| *Street Lighting* | | | | | | | | | |
| Infrastructure - Water | 26 850 | 28 756 | 28 940 | 37 850 | 37 500 | 37 500 | 36 808 | 33 458 | 46 059 |
| *Dams & Reservoirs* | | | | | | | | | |
| *Water purification* | | | | | | | | | |
| *Reticulation* | 26 850 | 28 756 | 28 940 | 37 850 | 37 500 | 37 500 | 36 808 | 33 458 | 46 059 |
| Infrastructure - Sanitation | 38 | – | – | – | – | – | – | – | – |
| *Reticulation* | | | | | | | | | |
| *Sewerage purification* | 38 | | | | | | | | |
| Infrastructure - Other | 4 322 | 4 220 | 4 249 | 281 | 298 | 298 | 4 922 | 5 193 | 5 478 |
| *Waste Management* | 4 322 | 4 220 | 4 249 | 281 | 298 | 298 | 4 922 | 5 193 | 5 478 |
| *Transportation* | | | | | | | | | |
| *Gas* | | | | | | | | | |
| *Other* | | | | | | | | | |
| | | | | | | | | | |
| **Community** | **172** | **52** | **52** | **150** | **70** | **70** | **169** | **178** | **188** |
| Parks & gardens | | | | | | | | | |
| Sportsfields & stadia | | | | | | | | | |
| Swimming pools | | | | | | | | | |
| Community halls | | | | | | | | | |
| Libraries | | | | | | | | | |
| Recreational facilities | | | | | | | | | |
| Fire, safety & emergency | 172 | 52 | 52 | 150 | 70 | 70 | 116 | 123 | 130 |
| Security and policing | | | | | | | | | |
| Buses | | | | | | | | | |
| Clinics | | | | | | | | | |
| Museums & Art Galleries | | | | | | | | | |
| Cemeteries | | | | | | | 53 | 56 | 59 |
| Social rental housing | | | | | | | | | |
| Other | | | | | | | | | |
| | | | | | | | | | |
| **Heritage assets** | – | – | – | – | – | – | – | – | – |
| Buildings | | | | | | | | | |
| Other | | | | | | | | | |
| **Investment properties** | – | – | – | – | – | – | – | | – |
| Housing development | | | | | | | | | |
| Other | | | | | | | | | |
| | | | | | | | | | |
| **Other assets** | **1 503** | **1 676** | **1 684** | **2 326** | **2 159** | **2 159** | **1 898** | **2 049** | **2 163** |
| General vehicles | 1 077 | 1 202 | 1 209 | 1 707 | 1 540 | 1 540 | 1 215 | 1 329 | 1 402 |
| Specialised vehicles | – | – | – | – | – | – | 75 | 79 | 83 |
| Plant & equipment | 22 | 24 | 24 | 30 | 30 | 30 | 32 | 33 | 35 |
| Computers - hardware/equipment | 25 | 29 | 28 | 38 | 38 | 38 | 40 | 43 | 45 |
| Furniture and other office equipment | 119 | 133 | 133 | 174 | 174 | 174 | 102 | 107 | 114 |
| Abattoirs | | | | | – | – | | | |
| Markets | | | | | – | – | | | |
| Civic Land and Buildings | 259 | 288 | 290 | 376 | 376 | 376 | 434 | 458 | 483 |
| Other Buildings | | | | | | | | | |
| Other Land | | | | | | | | | |
| Surplus Assets - (Investment or Inventory) | | | | | | | | | |
| Other | | | | | | | | | |
| | | | | | | | | | |
| **Agricultural assets** | – | – | | – | – | – | | | – |
| *List sub-class* | | | | | | | | | |
| | | | | | | | | | |
| **Biological assets** | – | | – | – | – | – | – | – | – |
| *List sub-class* | | | | | | | | | |
| | | | | | | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Intangibles** | – | – | – | – | – | – | – | – | – |
| Computers - software & programming | | | | | | | | | |
| Other *(list sub-class)* | | | | | | | | | |
| | | | | | | | | | |
| **Total Repairs and Maintenance Expenditure** | **32 885** | **34 703** | **34 926** | **40 607** | **40 027** | **40 027** | **43 797** | **40 879** | **53 888** |

*Source: UDM Budget*

### C6.3.5 CURRENT & PLANNED BORROWINGS

It needs to be noted that the municipality resolved that there will be no future borrowing over the medium Term.

**Table 72: Current & Planned Borrowings (To be updated in final IDP)**

| DESCRIPTION | 2009/10 | 2010/11 | 2011/12 | CURRENT YEAR 2012/13 | | | | 2013/14 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK | | |
|---|---|---|---|---|---|---|---|---|---|---|
| R thousand | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2013/14 | Budget Year +1 2014/15 | Budget Year +2 2015/16 |
| **LIABILITIES** | | | | | | | | | | |
| **Current liabilities** | | | | | | | | | | |
| Bank overdraft | | | | | | | | | | |
| Borrowing | 6 584 | 7 451 | 9 327 | 8 212 | 8 212 | 8 212 | – | 12 036 | 13 654 | 15 531 |
| Consumer deposits | 6 243 | 7 244 | 8 229 | 7 458 | 7 458 | 7 458 | | 7 868 | 8 301 | 8 757 |
| Trade and other payables | 149 521 | 207 597 | 199 731 | 131 317 | 131 317 | 131 317 | – | 66 836 | 78 798 | 107 751 |
| Provisions | 889 | 1 443 | 1 510 | 2 222 | 2 222 | 2 222 | | 2 344 | 2 473 | 2 609 |
| **Total current liabilities** | **163 237** | **223 735** | **218 797** | **149 209** | **149 209** | **149 209** | **–** | **89 084** | **103 226** | **134 649** |
| | | | | | | | | | | |
| **Noncurrent liabilities** | | | | | | | | | | |
| Borrowing | 111 087 | 108 739 | 104 584 | 102 257 | 102 257 | 102 257 | – | 72 487 | 63 931 | 52 525 |
| Provisions | 70 330 | 77 868 | 82 838 | 101 588 | 101 588 | 101 588 | – | 87 589 | 92 614 | 97 931 |
| **Total noncurrent liabilities** | **181 417** | **186 607** | **187 423** | **203 845** | **203 845** | **203 845** | **–** | **160 076** | **156 545** | **150 456** |
| **TOTAL LIABILITIES** | **344 654** | **410 342** | **406 219** | **353 054** | **353 054** | **353 054** | **–** | **249 160** | **259 771** | **285 105** |

*Source: UDM Budget*

## C6.4 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS

### STRENGTHS AND OPPORTUNITIES

- The staff in the expenditure section has remained constant over the years.
- Budgeting and reporting legislation has been enhanced to ensure credible, accurate and reliable reporting.
- As GRAP is aligned to IAS continuous amendments are forthcoming and it is imperative that the organization is in a position to interpret and apply in order to ensure the attainment of clean audits.
- Every individual within the organization understands that they are contributors towards the goal of clean audit.
- Requisitioning of goods and services has been automated thereby ensuring effective tracking thereof.

- Automated orders are forwarded to the respective departments to ensure an effective and efficient SCM process.
- Exploration of annual tenders to decrease the number of deviations.
- Continuous enhancement to improve the use of Financial Management System
- Strategy to incorporate rural service providers into the SCM database.
- Investigate the use of unemployed communities for provision of services.
- The rolling out of smart meters will assist in improving collections.
- Address all regular payment defaulters by changing their meters to smart
- Tracing "bad" debtors with online tracing tools
- HOD's and section managers must ensure that all staff are made aware and comply with all policies and procedures of the Council
- All legislative matters must be addressed correctly, be valid, be accurate and within due date (CAR)
- To facilitate the audit process (internal and external), audit requests for information to be submitted within the required period and must consider CAR
- Departments must review all previous internal and external audit reports to ensure issues are addressed
- Formulate a policy which entitles the municipality to fix water leaks that are not resolved within 3 months and to charge the consumer for the repairs – 30 days after notification
- The roll out of the prepaid meters will relieve the administrative burdens and eliminate the need for additional credit controllers. The implementation of this process would eliminate the need for the 2 requested credit controllers which would save an estimated R600 000 p.a.
- All meter readings for rural schemes be facilitated by community appointed agents. This processes firstly creates income earning opportunities for the unemployed and also addresses resistance/hostility from communities
- The roll out of the smart meters will relieve the administrative burdens and eliminate the need for additional credit controllers.

### WEAKNESS

- There is a need to increase the number of staff
- Asset care centre – There are complicated and technical requirements in terms of GRAP and some aspects of the function would need to be outsourced due to the skill required.
- Compliance with new regulations has proven to be difficult with the current staff complement which results in overtime being worked by staff in order for compliance to be met.
- Due to month end financial system processes it is often difficult to meet item closing dates set by Admin Services.
- Lack of insurance cover for large infrastructure items such as weirs, dam walls etc.

- The staff in SCM should be trained on the SCM policy and the SCM processes refined in order to address the challenges of long outstanding invoices where necessary.

### THREATS

- Suppliers do not send statements monthly, invoices are received late and queries are therefore not resolved timeously
- In certain instances SCM is expected to procure in very limited time.
- Specification on requisitions is not clear which cause delays.
- Electronic communication in the rural component of the district remains a challenge.
- Service Providers filling tender documents incorrectly or submitting incorrect documents.
- DIMS limitation
- Service Providers are “Tenderpreneurs”.
- Service Providers not updating their information on regular basis.
- Unable to confirm the correctness of the SARS Clearance Certificate.
- Challenges with regards to collections are more evident in the towns of Nkandla, Thubalethu, Mpushini Park, Sunnydale, Kingdizulu, Slovos, Sabokwe, Nzalabantu and Kwamagwaza.
- The quality of water is affecting collection
- With regards to rural water schemes collections average only 10% of billed revenue.
- Households in the non-urbanized areas are both scattered in nature and are not formally identified (registered lot number) and complicated further by the fact there are no street names, etc.
- Furthermore the “non formalized” location of the meters creates a hindrance.
- No credit control and inaccurate meter information in the town of King Dinizulu.
- The main contributing factor is that the infrastructure has been installed at the back of the yards and access is almost
- The district does not have electricity as a leverage to collect outstanding arrears.
- Water leaks within the property cause excessive accounts which the resident cannot afford.
- Leaks also contribute to the wasteful loss of the districts precious commodity.
- Illegal water connections and meter bypasses cost Council in lost revenue and infrastructure damage.
- Staff in the finance section are experiencing low work morale due to policies of council which are governed by national legislation limiting fringe benefits and pay scales.
- Unable to attract and retain staff.
- Possible redetermination of boundaries affecting revenue from consumers and equitable share allocations.

# C7.0 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

## C7.1 GOOD GOVERNANCE ANALYSIS

Good Governance measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates and are consulted empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. It also deals with the involvement of Traditional Councils in municipal affairs. It also relates to the following:

- Functional ward committees and other committees;
- Linkages with other governance structures;
- Sector engagements;
- Community informed IDP;
- Annual Report and Annual Performance Report submitted

Good governance requires the district to provide the highest quality of service to its constituents and to ensure that all the strategies and objectives are adhered to, resulting in a productive and sustainable district.

The district Employment Equity Plan (EEP) and Skills Development Plan (SDP) have already been prepared. In addition, the district is in the process of undertaking an organizational review in compliance with the prevailing legislative framework which governs the local government sphere.

The following is listed:
All programmes and projects will be designed to meet the principles of the EPWP with regards to, *inter alia*, and labour intensive construction methods and capacity building.
UDM Tenders comply with the MFMA regulations. The Supply Chain Management Policy and a Procurement Policy are in place. In section F, the district budget is outlined in some detail.

## C7.2 SUKUMA SAKHE

The purpose of Operation Sukuma Sakhe aims to rebuild the fabric of society by promoting human values, fighting poverty, crime, diseases, deprivation and social ills, ensuring moral regeneration, by working together through effective partnerships. Partnerships include civil society, development partners, communities and government departments, to provide a comprehensive integrated service package to communities. The objective of Operation Sukuma Sakhe is to create and maintain functional task teams at provincial, district, local, and ward levels to deliver integrated services to individuals, households and communities.

**Table 73: Sukuma Sakhe Projects**

| SUKUMA SAKHE PROJECTS 2014/15/16 | | |
|---|---|---|
| **PROJECT** | **BUDGET** | **PROGRESS** |
| Opertatoin MBO Twice or thrice per financial year | R50 000 TO R70 000 | All Government Department attend and provide service |
| Intervemtioms om a form of relief packs | R100 000 | Ongoing |
| Commeration of specia; dates,. Mandela Day etc | R50 000 or more | Ongoing |
| Equipment for War Rooms | R50 000 | Ongoing |
| Awareness Campaigns such as Reed Dance Maidens as an annual event that takes place at Kwabulawayo | R 50 000 or more | Ongoing |
| Establishment of forums such as Moral Regeneration Movements | R50 000 | ONGOING |

## C7.3 PORTFOLIO COMMITTEES

The Portfolio Committee structures are in place and meeting are scheduled as follows, however some of these meetings do not convene due to lack or quorum from councillors. Dates are also subject to change.

**Table 74: Portfolio Meetings Corporate Services Schedule**

| CORPORATE SERVICES | | | |
|---|---|---|---|
| **MONTH** | **TIME OF MEETING** | **DATE OF MEETING** | **CLOSING DATE FOR ITEMS** |
| FEBRUARY | 10H00 | 18/02/2015 | 04/02/2015 |
| MARCH | 10H00 | 18/03/2015 | 04/03/2015 |
| APRIL | 10H00 | 15/04/2015 | 01/04/2015 |
| MAY | 10H00 | 13/05/2015 | 29/04/2015 |
| JUNE | 10H00 | 17/06/2015 | 03/06/2015 |
| JULY | 10H00 | 15/07/2015 | 01/07/2015 |
| AUGUST | 10H00 | 12/08/2015 | 29/07/2015 |
| SEPTEMBER | 10H00 | 10/09/2015 | 27/08/2015 |
| OCTOBER | 10H00 | 14/10/2015 | 30/09/2015 |
| NOVEMBER | 10H00 | 18/11/2015 | 04/11/2015 |

**Table 75: Portfolio Meetings Planning and Economic Development Sechedule**

| PLANNING & DEVELOPMENT SERVICES | | | |
|---|---|---|---|
| **MONTH** | **TIME OF MEETING** | **DATE OF MEETING** | **CLOSING DATE FOR ITEMS** |
| FEBRUARY | 10H00 | 05/02/2015 | 22/01/2015 |
| MARCH | 10H00 | 05/03/2015 | 19/02/2015 |
| APRIL | 10H00 | 09/04/2015 | 26/03/2015 |
| MAY | 11H00 | 05/05/2015 | 21/04/2015 |
| JUNE | 10H00 | 04/06/2015 | 21/05/2015 |
| JULY | 11H00 | 28/07/2015 | 14/07/2015 |
| AUGUST | 11H00 | 18/08/2015 | 04/08/2015 |
| SEPTEMBER | 10H00 | 16/09/2015 | 02/09/2015 |
| OCTOBER | 10H00 | 29/10/2015 | 15/10//2015 |
| NOVEMBER | 11H00 | 24/11/2015 | 11/11/2015 |

**Table 76: Portfolio Meetings Community Services Schedule**

| COMMUNITY SERVICES | | | |
|---|---|---|---|
| **MONTH** | **TIME OF MEETING** | **DATE OF MEETING** | **CLOSING DATE FOR ITEMS** |
| FEBUARY | 12H00 | 10/02/2015 | 27/01/2015 |
| MARCH | 12H00 | 10/03/2015 | 27/02/2015 |
| APRIL | 12H00 | 14/04/2015 | 31/03/2015 |
| MAY | 12H00 | 12/05/2015 | 28/04/2015 |
| JUNE | 12H00 | 09/06/2015 | 26/05/2015 |
| JULY | 12H00 | 14/07/2015 | 30/06/2015 |
| AUGUST | 12H00 | 11/08/2015 | 28/07/2015 |
| SEPTEMBER | 12H00 | 08/09/2015 | 25/08/2015 |
| OCTOBER | 12H00 | 13/10/2015 | 29/09/2015 |
| NOVEMBER | 12H00 | 17/11/2015 | 03/11/2015 |

**Table 77: Portfolio Meetings Technical Services Schedule**

| TECHNICAL SERVICES | | | |
|---|---|---|---|
| **MONTH** | **TIME OF MEETING** | **DATE OF MEETING** | **CLOSING DATE FOR ITEMS** |
| FEBRUARY | 10H00 | 13/02/2015 | 30/01/2015 |
| MARCH | 10H00 | 13/03/2015 | 27/02/2015 |
| APRIL | 10H00 | 10/04/2015 | 27/03/2015 |
| MAY | 10H00 | 08/05/2015 | 24/04/2015 |
| JUNE | 10H00 | 12/06/2015 | 29/05/2015 |
| JULY | 10H00 | 10/07/2015 | 26/06/2015 |
| AUGUST | 10H00 | 07/08/2015 | 24/07/2015 |
| SEPTEMBER | 10H00 | 04/09/2015 | 21/08/2015 |
| OCTOBER | 10H00 | 09/10/2015 | 25/09/2015 |
| NOVEMBER | 10H00 | 06/11/2015 | 23/10/2015 |

**Table 78: Portfolio Meetings Financial Services Schedule**

| FINANCIAL SERVICES | | | |
|---|---|---|---|
| **MONTH** | **TIME OF MEETING** | **DATE OF MEETING** | **CLOSING DATE FOR ITEMS** |
| JANUARY | 10H00 | 21/01/2015 (sp) | 09/01/2015 (Mid year review) |
| FEBRUARY | 10H00 | 25/02/2015 | 11/02/2015 (Adjustment budget) |
| MARCH | 10H00 | 19/03/2015 | 05/03/2015 |
| MARCH | 10H00 | 25/03/2015 (sp) | 13/03/2015 (2015/16 Draft Budget) |
| APRIL | 11H00 | 21/04/2015 | 07/04/2015 |
| MAY | 10H00 | 20/05/2015 | 06/05/2015 ( 2015/16 Final Budget) |
| JUNE | 10H00 | 25/06/15 | 11/06/2015 |
| JULY | 10H00 | 29/07/2015 | 15/07/2015 (15/16 key deadlines) |
| AUGUST | 10H00 | 19/08/2015 | 05/08/2015 Rollover and key deadlines |
| AUGUST | 10H00 | 26/08/2015(sp) | 12/08/2015 (AFS) |
| SEPTEMBER | 11H00 | 22/09/2015 | 08/09/2014 (Consolidated AFS) |
| OCTOBER | 10H00 | 22/10/2015 | 08/10/2015 |
| NOVEMBER | 10H00 | 27/11/2015 | 12/11/2015 |
| DECEMBER | 09H00 | 03/12/2015 | 20/11/2015 |

## C7.4 AUDIT COMMITTEE

The Audit Committee structures are in place and meetings are schedules as follows:

**Table 79: Audit Committee Meeting Schedule**

| AUDIT | | | |
|---|---|---|---|
| **MONTH** | **TIME OF MEETING** | **DATE OF MEETING** | **CLOSING DATE FOR ITEMS** |
| FEBRUARY | 12H00 | 19/02/2015 | 05/02/2015 |
| MAY | 12H00 | 28/05/2015 | 14/05/2015 |
| AUGUST | 12H00 | 25/08/2015 | 11/08/2015 Rollover, AFS and key deadlines |
| SEPTEMBER | 12H00 | 21/09/2015 | 07/09/2015 Consols and key deadlines |
| NOVEMBER | 12H00 | 10/11/2015 | 27/10/2015 |
| DECEMBER | 12H00 | 03/12/2015 | 20/11/2015 |

## C7.5 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The Municipal Public Accounts Committee (MPAC) structures are in plance and meeting are scheduled as follows:

**Table 80: MPAC Meeting Schedule**

| MPAC | | | |
|---|---|---|---|
| **MONTH** | **TIME OF MEETING** | **DATE OF MEETING** | **CLOSING DATE FOR ITEMS** |
| FEBRUARY | 14H00 | 19/02/2015 | 05/02/2015 |
| MARCH | 12H00 | 31/03/2015 | 17/03/2015 |
| APRIL | 12H00 | 23/04/2015 | 09/04/2015 |
| MAY | 14H00 | 28/05/2015 | 14/05/2015 |
| JUNE | 12H00 | 26/06/2015 | 12/06/2015 |
| JULY | 12H00 | 23/07/2015 | 09/07/2015 |
| AUGUST | 14H00 | 25/08/2015 | 11/08/2015 |
| SEPTEMBER | 14H00 | 21/09/2015 | 07/09/2015 |
| OCTOBER | 14H00 | 22/10/2015 | 08/10/2015 |
| NOVEMBER | 14H00 | 10/11/2015 | 27/10/2015 |
| DECEMBER | 14H00 | 03/12/2015 | 20/11/2015 |

## C7.6 IGR FORUMS

uThungulu District Municipality received grant funding from the KZN Department of Cooperative and Traditional Affairs to prepare an Integrated Development Plan Commitment Charter to ensure alignment and commitment of the relevant Sector Departments and Service Providers to uThungulu IDP. In addition, IDP Sector and Services Alignment Forum were established to address alignment of plans, budgets and projects.

The main aim of the project is to ensure that a uniform, mutually agreed upon, aligned and structured process is followed by all sector departments and service providers in identifying, prioritizing and implementing their projects in uThungulu district for coordinated, efficient and effective service delivery by all spheres of government with the main tool being the Integrated Development Plans of the municipalities in the district.
The following Objectives apply to support the District Municipality to strengthen institutional and co-operative governance in the district area through an improved institutional framework, including but not limited to:

- Promote implementation of appropriate structures and IGR protocols;
- Improving intergovernmental relations between the district and local municipalities, between two or more local municipalities and stakeholders;
- Ensuring that improved IGR protocols and structures will support coordinated planning, prioritization and delivery of services in the district;
- Ensure that the IDPs of the district and local municipalities are recognized and utilized as the main tool to achieve the above;
- To ensure appropriate level of stakeholder involvement in IGR and the IDP processes.

The implementation of Section 81 of the Municipal Structures Act, Act 117 of 1988, that provides for the participation of traditional leaders in Municipal Councils is now underway.

The Gazette identifying the names of Traditional Leaders that are to serve in Municipalities was published in April 2013 (Provincial Gazette No 926 Vol. 7). The Traditional leaders that are to serve in uThungulu District Municipality Council are as follows:

**Table 81: Traditional Leader that Serve on Council**

| NAME OF TRADITIONAL LEADER | IDENTITY NUMBER | TRADITIONAL COMMUNITY |
|---|---|---|
| Victoria Thembelihle Dube | 5308120336088 | Kholweni |
| Bonginkosi Shilo Mthembu | 7104065297080 | Somopho |
| Zakhe Davidson Mpungose | 7405065426086 | Mpungose |
| Sifisi Regional Biyela | 8103035664089 | Mombeni |
| Velemandleni Biyela | 3802085197081 | Yanguya |
| Bhekisabelo Sithembiso Shezi | 7505275719082 | Chube |
| Muziwami Thembinkosi Zuma | 7106166485084 | Nxamalala |
| Mandla Mbeki Mkhwanazi | 6410106978088 | Mkhwanazi |

**Table 82: IGR Meeting Schedule**

| DATE | FORUM | TIME |
|---|---|---|
| 20 January | Technical Support Forum (TFS) MM | 11h00 |
| 27 January | District Intergovernmental Forum (DIF) Mayors | 13h00 |
| 19 February | Communications Forum | 10h00 |
| 20 February | CFO Forum | |
| 24 February | Community Forum | 09h00 |
| 24 February | Infrastructure Forum | 14h00 |
| 06 March | Corporate Forum | 10h00 |
| 13 March | Planners Forum | 09h30 |
| 19 May | CFO Forum | |
| 19 May | Infrastructure Forum | 10h00 |
| 21 May | Communications Forum | 10h00 |
| 12 June | Planners Forum | |
| 13 August | Infrastructure Forum | 12h00 |
| 20 August | Communications Forum | 10h00 |
| 10 September | CFO Forum | |
| 11 September | Planners Forum | 09h30 |
| 17 November | Infrastructure Forum | 12h00 |
| 19 November | Communications Forum | 10h00 |
| 26 November | CFO Forum | |
| 11 December | Planners Forum | 09h30 |

## C7.7 COMMUNICATION STRATEGY

- **VISION AND MISSION**

The communication programme of uThungulu Communication Strategy adopted by Council is centred around the programme of action of the government and the priorities of this district Council. This is done in relation to the five-year IDP Projects and the Vision and Mission statement of the municipality.

- **OBJECTIVES**

The strategic objective of uThungulu Communications Section is to provide an integrated and coordinated communication service within uThungulu District and its six local municipalities.

Key to this strategy is the recognition that Government communication will be driven by coherent messages under an over-arching five year theme: "WORKING TOGETHER WE CAN DO MORE"

Communication within the spheres of government is no longer fragmented but has largely been influenced by the greater level of coordination between government departments and municipalities in KwaZulu-Natal.

## C7.8 STATUS OF MUNICIPAL POLICIES

The list of Policies that apply to the Municipality and adopted by council are as follows:

- **FINANCE POLICIES**

**Table 83: Finance Policies (to be updated in final IDP)**

| POLICY | DATE APPROVED | DATE OF NEXT REVIEW |
|---|---|---|
| Tariff Policy | May 2014 | May 201 5 |
| Incentive Policy | May 2014 | May 201 5 |
| Indigent Policy | May 2014 | May 2015 |
| The Credit Control and Dept Collection Policy | May 2014 | May 2015 |
| Budget Policy | May 2014 | May 2015 |
| Delegations Policy | May 2014 | May 2015 |
| Investment and Banking Policy | May 2014 | May 2015 |
| Property, Plant and Equipment | May 2014 | May 2015 |
| Supply Chain Management Policy | May 2014 | May 2015 |
| Virement Policy | May 2014 | May 2015 |
| Borrowing Policy | May 2014 | May 2015 |
| Retention Policy | May 2014 | May 2015 |
| Credit Card Policy | May 2014 | May 2015 |

## HUMAN RESOURCE POLICIES:

**Table 84: Human Resource Policies (to be updated in final IDP)**

| POLICY | DATE APPROVED | DATE OF NEXT REVIEW |
|---|---|---|
| Recruitment & Selection | 2008 | The review of the policy is in progress , the policy will be reviewed in relation to Succession and Retention, Employment Equity, Training and Development |
| Succession & Retention | 12/03/2008 | To be reviewed together with recruitment and selection policy |
| OHS | No Date | 2015 |
| Substance Abuse | 09/03/2011 | 2016 |
| Smoking | 12/03/2008 | 2015 |
| Training & Development | 12/03/2008 | To be reviewed towards the end of 2014 |
| Employee Assistance Programme | 27/09/2013 | To be reviewed in 2019 however, if any legal amendments are required it will be reviewed before the said date |
| Employment Equity | 12/03/2008 | To be reviewed in conjunction with the Employment Equity Plan before submission of EE Report in October 2014 |
| Overtime | 6/12/2012 | To be reviewed in 2018, except if any binding amendments are required it will be reviewed before the said date. The policy has been reviewed to serve in Rules Committee scheduled for 00 November 2014 |
| Subsistence & Travel | 05/06/2012 | To be reviewed in 2018, except if any binding amendments are required it will be reviewed before the said date |
| Official Housing Assistance Rental | 09/09/2012 | To be reviewed in 2018, except if any binding amendments are required it will be reviewed before the said date |
| R250.00 Rental Scheme | 09/03/2011 | To be reviewed in 2017, except if any binding amendments are required it will be reviewed before the said date |
| Exit Interview Acting | 12/09/2007 | To be reviewed and be consolidated with recruitment and selection policy |
| Long Service | 2008 | It was reviewed on 20/11/2013 |
| Sexual Harassment | 12/03/2008 | To be reviewed in 2015, except if any binding amendments are required it will be reviewed before the said date |
| Internship | 12/03/2008 | This policy will be reviewed together with the training and development policy before end of 2014 |
| Relocation | 11/11/2009 | To be reviewed in 2016, except if any binding amendments are required it will be reviewed before the said date |
| Leave | 06/12/2012 | Under review and will serve in June for Council approval. The policy was approved by Council on 28 June 2014 |
| Maternity Leave | 04/05/2011 | Maternity leave consolidated in the Leave Policy approved by Council on 28 June 2014 |
| Pool Motor Vehicle | 25/08/2010 | To be reviewed in 2016, except if any binding amendments are required it will be reviewed before the said date |
| Motor Vehicle Scheme Management | 25/08/2010 | To be reviewed in 2016, except if any binding amendments are required it will be reviewed before the said date |
| Travel Allowance Scheme Non- | 28/08/2010 | The policy has been reviewed to serve at the rules |

| | | |
|---|---|---|
| Management | | committee on |
| Sick Leave | 08/11/2006 | Maternity leave consolidated in the Leave Policy approved by Council on 28 June 2014 |
| Termination | Date not available | Policy is under review currently serving at Pre-LLF Stage |
| Old Mutual/Sanlam: RA | 12/11/2008 | To be reviewed in 2015, except if any binding amendments are required it will be reviewed before the said date |

## C7.9 MUNICIPAL RISK MANAGEMENT

The municipality has a risk management policy and strategy in place, the relevant structures to implement the policy is also in place

**Table 85: Risk Management Policies**

| POLICY | DATE APPROVED | RENEWAL DATE |
|---|---|---|
| Risk Management Policy | 28 May 2014 | 28 May 2016 |
| Risk Management Strategy | 28 May 2014 | 28 May 2016 |

The risks identified by the municipality are reflected hereunder.

### C7.9.1 FRAUD RISK

- Misappropriation of municipal funds
- Conflict of interest
- Unauthorised use of receipt books
- Abuse of overtime
- Theft of municipal time
- Unauthorised access to information on the server
- Tampering with meters and illegal connections
- Disclosure of confidential information
- Unauthorised water deliveries, unrecorded sales and illegal water connections
- Unauthorised use of user names and password using spyware
- Theft of stock/replaced equipment
- Diesel theft – water projects
- Manipulation of the SCM policy and procedures
- Abuse of Authority for personal gain
- Inflated mileage claims by contractors
- Unauthorised changes to the payroll data
- Theft of consumables and theft/vandalism of assets
- Abuse of garage/fleet cards
- Inflated mileage claims by staff
- Unauthorised use of municipal vehicles
- Assets not returned by staff who terminate their services

- Ghost employees may be paid
- Fuel theft - municipal fleet

### C7.9.2 IT RISK

- Inadequate DRP procedures
- Unavailability and/or unreliability of IT systems
- Lack of IT Governance framework
- Unauthorised amendments to programs or databases
- Loss of/Inaccessibility to key records/Poor records management
- Loss/compromise of key data
- Unauthorised/unrestricted access to the computerised system
- Failure of IT service providers to deliver in terms of contracts
- ICT not an enabler for the achievement of strategic objectives\
- IT skills shortage
- Lack of integration of systems across the organisation
- Legal compliance of IT with relevant legislation not assured

### C7.9.3 INHERENT RISK

- Constraints on tariff increases
- Water and Sanitation Infrastructure failure/breakdown/deterioration
- Financial viability of the District
- BCP (organisational) not in place
- Lack of external funding allocation for the implementation of IDP projects
- Inability to collect revenue/debtors due to the Municipality
- Unsustainability of water sources.
- Strike action by employees/contractors (national and local)
- Inadequate response to environmental health incidents
- Failure to attract and retain critical skills
- Security threats to personnel/contractors

## C7.10 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

#### WEAKNESS AND THREATS

- The communities need to be engaged with and given an opportunity to participate in the service delivery process.
- There is a need to keep the public regularly informed of our efforts and programmes which seek to meet the needs of service delivery and unemployment.
- The District has been obligated to cut its expenditure on publicity and marketing activities in recent years, as mandated by National Treasury.
- These financial constraints pose a challenge as we attempt to prioritise communication over basic needs such as water, sanitation, houses and roads.

- The challenge is doing more with less, and finding ways of communicating more cheaply, by visiting people in their own areas instead of advertising or transporting them to event.

## OPPORTUNITIES AND STRENGTHS

uThungulu utilises the following channels to engage the public:

- Rural communities: Newspapers, Radio, Newsletters, display advertising, social media, pension pay points, letters sent with bills, religious groups and senior citizens forums.
- Business community: Mainstream media, financial publications, events (sporting events).
- Employees: Internal publications, emails, posters, workshops, notice boards, staff meetings.
- The local municipalities in the district, national and provincial government: Intergovernmental forums and izimbizo.
- Broader public: magazine and news publications, TV, radio, flyers, posters, events (roadshows) and sporting events (District Games).

## MEDIA PLAN INCLUDES:

- Issuing of press releases and reporting on municipal events, Exco meetings and handovers
- Regular radio slots on community radio stations to keep communities informed of municipal programmes
- Publication of monthly newsletters and annual Service Charter
- Promote the use of the municipal website
- Public participation programmes that help to maintain awareness of the municipality's programmes and projects.

## KEY CAMPAIGNS INCLUDE:

- Project handovers
- Roadshows: Budget and IDP public engagement
- Visits by MEC's and Ministers for project launches
- Community meetings
- Sukhuma Sakhe programme
- Publicising of events linked to specific programmes: Agriculture, Economic Development, Women
- Key provincial events: Youth Day, World AIDS Day, Parliament to the People
- Customer satisfaction survey
- Communications and Public Relations Strategy updated annually.

# C8.0 COMBINED SWOT ANALYSIS

## C8.1 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

### STRENGTHS AND OPPORTUNITIES

- The towns have comparatively good levels of infrastructure and services.
- The coastal topography and the N2 have added to improved urban access along the eastern portions of uThungulu District.
- Richards Bay has been identified as a provincial Secondary Node in the PGDS and thus an urban center with good existing economic development and the potential for growth and services to the regional economy.
- Richards Bay, as a harbor and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district.
- Eshowe, Nkandla, Melmoth and Buchanana are identified as quaternary nodes. These nodes are mainly centers which should provide service to the sub-regional economy and community needs. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas are supported by the Province.
- Empangeni's role as an industrial, commercial and service center to the settlements of Esikhaleni, Eshowe, Nkandla, Ntambanana and other rural settlements attracts many people to the range of higher order services available in the town.
- A good climate that opens up avenues for productive agricultural and tourism development
- Agriculture with irrigation infrastructure in place
- A scenic environment and the coastal terrain thus creating more opportunities for tourism development
- The district's location within KwaZulu-Natal that is reputable for its African Experience.
- UDM Area has large tracts of Biodiversity 1 and 3 designated areas with a large number of protected and environmentally sensitive areas.

### WEAKNESS AND THREATS

- The social needs of people in uThungulu along the southern coastal areas of uMhlathuze, the southern portions of uMlalazi abutting the Tugela River and extensive portions of Nkandla are considered to be high.
- Urban accessibility is a limiting factor in the western portions of the Nkandla Municipality in particular. Urban accessibility generally improves in an easterly direction towards the coast.
- The Southern and western parts of the Municipal area are mountainous with slopes of 1:3 and steeper. The slopes decrease (become less steep) towards the eastern sector of the Municipal Area
- Large inequality exists in the levels of development through the Municipal area between the rural and urban environments

- Low potential soils occur along the Tugela River as well as along portions of the Mhlatuze River
- Air quality capacity in certain areas in the District has been reached and it is highly unlikely that the situation will change (especially in the Richards Bay area)
- Dust pollution from open cast mining needs to be addressed.
- The burning of waste in the absence of waste services are major air pollution sources in rural areas which need to be addressed.

## C8.2 DISASTER MANAGEMENT: SWOT ANALYSIS

### STRENGTHS AND OPPORTUNITIES

- The Municipality has a Level 2 Disaster management Plan in Place
- UDM have established the foundation institutional arrangements, and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities.
- There are Disaster Management Advisory Forums in the District Municipality, uMhlathuze, UMlalazi and Mthonjaneni
- Current disaster risk profile is based on a detailed disaster risk assessment process
- The risk profile for uThungulu District Municipality is based on the data received from the workshop consultations
- A number of risk reduction measures have been identified related to the highest rated identified risks.
- Communication and stakeholder participation in disaster risk management in uThungulu District Municipality is executed through a consultative process, education and public awareness, initiated by uThungulu District Municipality disaster management function

### WEAKNESS AND THREATS

- Hazard-specific disaster contingency plans still need to be developed
- Limited capacity currently exists in UThungulu District Municipality and specifically in its local municipalities to fulfil all the functions required by the Act
- The resources associated with performing disaster management related functions in the UDM are rated between ‘insufficient’ and ‘sufficient’.
- There is a need for increased investment in capacity and resilience building in each of the local municipalities

## C8.3 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

### STRENGTHS AND OPPORTUNITIES

- LGTAS in place.
- Well-functioning Portfolio, EXCO and Council structures.
- Communication Plan and IDP Alignment processes in place.

- Implementation of the UDM Economic Development Framework: Towards a Green Economy by the LED Structures created further opportunities for growth and development
- Functional GIS section.
- Planning Shared Services in place.
- HR Development Plan and Employment Equity Plan in place
- Compliance with financial requirements and submission deadlines
- Compliance with SCM requirements

### Weakness and Threats

- Unfunded Mandates
- Staff Shortage

## C8.4 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

### Strengths and Opportunities

uThungulu utilises the following channels to engage the public:

- Rural communities: Newspapers, Radio, Newsletters, display advertising, social media, pension pay points, letters sent with bills, religious groups and senior citizens forums.
- Business community: Mainstream media, financial publications, events (sporting events).
- Employees: Internal publications, emails, posters, workshops, notice boards, staff meetings.
- The local municipalities in the district, national and provincial government: Intergovernmental forums and izimbizo.
- Broader public: magazine and news publications, TV, radio, flyers, posters, events (roadshows) and sporting events (District Games)

- **Media Plan includes:**
  - Issuing of press releases and reporting on municipal events, Exco meetings and handovers
  - Regular radio slots on SABC radio and community radio stations to keep communities informed of municipal programmes
  - Publication of monthly newsletters and annual Service Charter
  - Promote the use of the municipal website
  - Public participation programmes that help to maintain awareness of the municipality's programmes and projects.
- **Key Campaigns include:**
  - Project handovers
  - Roadshows: Budget and IDP public engagement
  - Visits by MEC's and Ministers for project launches
  - Community meetings

- Sukhuma Sakhe programme
- Publicising of events linked to specific programmes: Agriculture, Economic Development, Women
- Key provincial events: Youth Day, World AIDS Day, Parliament to the People
- Customer satisfaction survey currently undergoing bid processes.
- Communications and Public Relations Strategy updated annually.

### WEAKNESS AND THREATS

- The communities need to be engaged with and given an opportunity to participate in the service delivery process.
- It is our duty as communicators to ensure that we keep the public regularly informed of our efforts and programmes which seek to meet the needs of service delivery and unemployment.
- The District has been obligated to cut its expenditure on publicity and marketing activities in recent years, as mandated by National Treasury.
- These financial constraints pose a challenge as we attempt to prioritise communication over basic needs such as water, sanitation, houses and roads.
- The challenge is doing more with less, and finding ways of communicating more cheaply, by visiting people in their own areas instead of advertising or transporting them to event.

## C8.5 SOCIAL DEVELOPMENT SWOT ANALYSIS

### STRENGTHS AND OPPORTUNITIES

- **Disaster Management**
  - Compliance DM acts:
    - Disaster Centre
    - Disaster Management Framework
    - Disaster Management plan
    - Annual Report
    - Enhance services delivery
- **Sport, youth & culture programmes**
  - A position existing to service these programmes
    - SALGA Games implementation annually
  - Potential to enhance Sport & Youth Development
  - Promotion of cultural activities
  - Each programme to have a dedicated officer
- **Environmental & Health**
  - Devolution of environmental health services from province to district municipalities
  - Finalization of Devolution of EHS will enhance service delivery
- **Special Programmes**
  - The programmes are driven by two coordinators

- Each programme to have a dedicated officer
- Strengthening of awareness campaigns at ward level
- Alignment of programmes with Provincial and national guidelines

- **Crime Prevention**
  - Budget availability to implement crime prevention strategies
  - Function has a potential for growth to enhance crime awareness
  - UDM advisory Forum to be established

## WEAKNESS AND THREATS

- **Disaster Management**
  - Personnel
    - Inadequate
  - Building
    - OHS Compliance
    - Old Building
    - Office Space
  - Equipment
    - Outdated
    - Insufficient
  - Financial Resources
  - Poor or limited service delivery
- **Sport, youth & culture programmes**
  - Inadequate financial resources
  - Fragmentation not well coordinated plans for this programme
  - No programme/plans make his designation fully functionally.
  - Sport only concentrate on SALGA Games
  - The sport budget is mainly used for SALGA Games- annual event
  - Noncompliance with the UDM IDP
- **Environmental & Health**
  - Shortage of staff rendering EHS thus hampering service delivery
  - Delay in the devolution process of EHS
  - EHS funds being used for non-environmental health matters
  - Non standardization of working tools – e.g. inspection books
  - Delay in the Air Quality Management Plan
  - Insufficient rendering of EHS could result in health hazards and epidemics
- **Special Programmes**
  - Shortage of staff
  - No dedicated pool vehicle – problematic in cases of emergency
  - Limited resources e.g. laptops
  - Monitoring and evaluation of projects
  - Non adherence to work plans or programmes
- **Crime Prevention**
  - No dedicated official
  - No programmes
  - Increase in crime activities within the district

## C8.6 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS

### STRENGTHS AND OPPORTUNITIES

- The staff in the expenditure section has remained constant over the years.
- Budgeting and reporting legislation has been enhanced to ensure credible, accurate and reliable reporting.
- As GRAP is aligned to IAS continuous amendments are forthcoming and it is imperative that the organization is in a position to interpret and apply in order to ensure the attainment of clean audits.
- It is imperative that every individual within the organization understands that they are contributors towards the goal of clean audit.
- Processes have been put in place to ensure that process of orders to be forwarded to individuals be forthcoming. Possibility of signing an annual deviation for certain issues to cut down on number of deviations
- Improve the use of Financial Management System
- Come up with the strategy on how to advertise so that rural areas can be reached. This will need buy in from LM, the plan is to discuss it as CFO Forum
- As communities know their areas well we should consider training and using unemployed members of the communities to deliver a package of services inclusive of reading meters, delivering statements/notices and possibly effecting restrictions and openings
- New water infrastructure needs to be considered which will allow the meters to be easily read and allow for the implementation of the credit control policy
- Council has already approved the installation of prepaid meters for indigent households. Technical department is exploring alternatives in this regard address all regular payment defaulters by changing their meters to prepaid
- Tracing “bad” debtors with online tracing tools
- HOD’s and section managers must ensure that all staff are made aware and comply with all policies and procedures of the Council
- All legislative matters must be addressed correctly, be valid, be accurate and within due date (CAR)
- To facilitate the audit process (internal and external), audit requests for information to be submitted within the required period and must consider CAR
- Departments must review all previous internal and external audit reports to ensure issues are addressed
- Formulate a policy which entitles the municipality to fix water leaks that are not resolved within 3 months and to charge the consumer for the repairs – 30 days after notification
- The roll out of the prepaid meters will relieve the administrative burdens and eliminate the need for additional credit controllers. The implementation of this process would eliminate the need for the 2 requested credit controllers which would save an estimated R600 000 p.a.
- All meter readings for rural schemes be facilitated by community appointed agents. This processes firstly creates income earning opportunities for the unemployed and also addresses resistance/hostility from communities

## WEAKNESS AND THREATS

- Suppliers do not send statements monthly, invoices are received late and queries are therefore not resolved timeously
- There is a need to increase the number of staff
- Asset care centre – There are complicated and technical requirements in terms of GRAP and some aspects of the function would need to be outsourced due to the skill required.
- Compliance with new regulations has proven to be difficult with the current staff complement which results in overtime being worked by staff in order for compliance to be met.
- Due to month end financial system processes it is often difficult to meet item closing dates set by Admin Services.
- Lack of insurance cover for large infrastructure items such as weirs, dam walls etc.
- In certain instances SCM is expected to procure in very limited time.
- The increase of deviations which are causing MFMA challenges.
- Specification on requisitions is not clear which cause delays.
- Shortage of staff resulting in shortage of time to follow up on outstanding orders, preparation of recons.
- Unable to reach the service providers operating in rural areas.
- Service Providers filling tender documents incorrectly or submitting incorrect documents.
- Stores at Mthonjaneni are not electronically linked to Finance Management System which poses balancing challenges.
- Redundant materials which is always dumped at Empangeni store.
- DIMS limitation
- Unannounced interruptions/downtime.
- Service Providers are “Tenderpreneurs”.
- Service Providers not updating their information on regular basis.
- Unable to confirm the correctness of the SARS Clearance Certificate.
- Challenges with regards to collections are more evident in the towns of Nkandla, Thubalethu, Mpushini Park, Sunnydale, Kingdizulu, Slovos, Sabokwe, Nzalabantu and Kwamagwaza.
- With regards to rural water schemes collections average only 10% of billed revenue.
- Households in the non-urbanized areas are both scattered in nature and are not formally identified (registered lot number) and complicated further by the fact there are no street names, etc.
- An investigation into the number of monthly unread indicates that on average 10 – 15% of meters are not read and therefore averages are then applied.
- The main contributor for this is that meters underground and inaccessible.
- Furthermore the “non formalized” location of the meters creates a hindrance.
- No credit control and inaccurate meter information in the town of King Dinizulu.

- The main contributing factor is that the infrastructure has been installed at the back of the yards and access is almost impossible.
- Although 3 000 debtors per controller appears fair, the nature of our debtors include large number of poor households.
- The district does not have electricity as a leverage to collect outstanding arrears.
- The roll-out of metered connections in the non-urbanized areas is increasing the numbers and for the past 3 years the staff compliment has not been adjusted accordingly.
- In the past 2 years the following areas have been converted to full connections, that of Nzalabantu, Slova's and Kwamagwaza etc.
- Currently the staff have the capacity to process readings, however, the subsequent variances and follow ups are not been done.
- Greater Mthonjaneni will be commissioned soon and we will not have the capacity to service these new connections.
- Currently no infrastructure is in place to assist these customers to stay within the free allocation of 10 kl.
- Many of the areas transferred to the district have the "old Kent meter installation". This installation can only be restricted by stripping the meter and installing a 5c coin. The process is cumbersome and takes approximately 45 minutes to complete
- Water leaks within the property cause excessive accounts which the resident cannot afford.
- Leaks also contribute to the wasteful loss of the districts precious commodity.
- Illegal water connections and meter bypasses cost Council in lost revenue and infrastructure damage.
- Current monitoring mechanisms e.g. water balancing does not effectively detect areas where there is possible tampering.
- Tampering is only detected when reported by concerned residents or identified by field staff.

# C9.0 KEY CHALLENGES

## C9.1 KEY CHALLENGES FACED BY LOCAL MUNICIPALITIES WITHIN UTHUNGULU

### C9.1.1 UMFOLOZI LM

- Productive use of arable land
- Viable agribusiness development
- Establishment of facilities for value added agricultural products.
- Consistent support to co-operatives
- Harnessing opportunities presented by coastal location of Municipality
- Fostering eagerness of community to participate in community development projects
- Identifying opportunities linked to the Port of Richards Bay, the N2 and the Dube Tradeport.
- Ensuring services and supporting infrastructure to schools and clinics
- Identifying opportunities linked to timber and forestry
- Ensuring uMfolozi Municipality becomes involved with the roll-out and implementation of the KZN Growth Fund
- Identifying cultural opportunities in the municipal area and its hinterland.
- Consistent liaison with provincial development institutions such as Ithala, KZNTA, TIK etc.
- Creating employment opportunities linked to waste management.
- Ensuring tourism opportunities presented to the municipality are developed.
- Ensuring continued momentum in housing delivery processes.
- Implementing the recommendations of the adopted Women, Disabled, Youth and Aged Plan.
- Protecting the indigenous coastal forests.
- Successful establishment of Catchment Management Agencies (CMAs) in terms of the National Water Act.
- Implementation of the strategy document on small contractor development.
- Reducing poverty and underdevelopment
- Reducing high levels of illiteracy and lack of skills base by targeting appropriate organizations for support
- Improving coordination between service providers and/or development agencies.
- Timeous responding to communities vulnerable to disasters.
- Improving access to community facilities as well as information technology.
- Improving facilities for pensioners at pay-out points.
- Providing formal waste disposal in the Traditional Authority areas in particular.
- Implementing risk management as well as fraud/corruption prevention plans.
- Ensuring efficient and effective public participation around planning and development processes.
- Effective implementing of the HR and IR Policies

- Effective implementation of the municipal PMS.
- Ensuring effective operations of the Ward Committees.

### C9.1.2 UMHLATHUZE LM

- Sustainable Financial Management and Cash Flow Management
- Low Levels of Skills Development and Literacy
- Limited access to basic household and community services
- High rates of unemployment and low economic growth
- High levels of poverty
- Welfare dependency on grants
- Limited access to basic household and community services
- Unsustainable developmental practices
- Ensuring adequate energy and water supply
- High levels of crime and risk
- Increased incidents of HIV/AIDS and communicable diseases
- Infrastructure degradation
- Climate change

### C9.1.3 NTAMBANANA LM

- Access to Water and Sanitation, Management & maintenance.
- Water Infrastructure (Capital)
- Access to electricity, management and maintenance.
- Refuse Removal and solid waste disposal
- Formalization of informal settlements
- Public / Community Participation Strategy
- Functionally of Ward Committees
- Section 57 with signed Performance Agreements
- Administration (Workplace Skills Plan (WSP) & Annual Training Report (ATR
- Revenue Enhancement Strategy

### C9.1.4 UMLALAZI LM

- To build on the good twinning relationship between the Geel local authority in Belgium and the uMlalazi Municipality.
- To transfer all community facilities to the Municipality.
- To facilitate the use of suitable community halls for multi-purpose uses.
- To ensure that the current 8 rural housing projects and 4 urban projects are completed successfully.
- To investigate how cell phones can be used as a communication tool to further improve communication between communities and the Municipality.
- To focus on rural tourism development in which the Municipal Areas biodiversity, cultural heritage, opportunities offered along the Tugela River, cross-border tourism opportunities and the tourism development opportunities offered by the Goedertrouw / Phobane Dam, are exploited in a sustainable manner.

- To focus on agricultural development in which, amongst others, the establishment of co-operatives and agri industries are investigated.
- To find innovative ways in which inclusive LED can be realised.
- To ensure that officials and councillors are fully capacitated to deliver effectively and efficiently on the Municipality's development mandate in a sustainable manner.
- To ensure continued improvement in inter-departmental and external communication (including IGR) in planning and development processes and delivery.
- To ensure proper spatial planning (and the roll-out of wall-to-wall rural planning schemes) in order that informed decisions can be taken with regards to development / investment through which the provision of community facilities, infrastructure and services, community development, economic development and human settlement, can happen in a sustainable manner.
- The addressing of all backlogs in respect of water and sanitation provision, electricity provision and solid waste removal taking due cognizance of the need to focus development and investment in areas where there is economic growth or the potential for economic growth.
- To ensure that in areas where there are no economic potential, investment will be focused on the provision of basic water and sanitation at RDP standards, with a greater focus on human capital investment through education and training. This will provide people residing in such areas with a greater range of skills and education in order to provide them with the means to seek opportunities elsewhere.
- To promote industrial development at Eshowe and Gingindlovu.
- To eradicate alien vegetation whilst at the same time creating temporary jobs in doing so.
- To reduce unemployment by 5% by 2014 through the participation in Extended Public Work Programmes and the War against Poverty initiative.
- To facilitate the provision and maintenance of essential rural access roads.
- To embrace all government and other programmes that is aimed at providing both temporary and permanent employment.

### C9.1.5 MTHONJANENI LM

- Protecting municipal buildings.
- The percentage of people without access to electricity is still high.
- Inadequate infrastructure
- Providing infrastructure to settlements that are on steep and wet areas
- Attracting of experienced staff.
- Lack of internal departmental communication.
- Lack of staff
- Dependency on equitable share.
- Debts collection
- Poor attendance in IDP road shows.
- Enforcing of municipal bylaws.
- IGR not functioning as it is supposed to.

- Lack of cooperation from sector departments.
- Corruption
- Dependency on Agricultural
- High level of poverty and unemployment.
- Unavailability of budget to prepare land use scheme

### C9.1.6 NKANDLA LM

- Grant dependency
- Poor rate of revenue collection
- High unemployment rate
- Weaknesses in systems documentation
- Poor spatial planning of the primary node
- Lack of enforcement of town planning by-laws and building regulations
- Aging & poor infra-structure
- Land ownership is not registered appropriately
- High distribution losses
- Poor management of town open spaces
- Poor enforcement of municipal by-laws
- Potential sources of revenue that have not been explored
- Land within the municipal jurisdiction is highly arable
- Potential revenue on electrical services
- Good relations with Amakhosi who are custodians of a large portion of land
- High staff turnover
- High back-logs in basic services
- Municipal land ownership is minimal (2% of 1828km)
- Dispersed settlement patterns make it expensive to deliver services
- Ambiguous classification of certain settlements entails
- Potential investors may be deterred by poor implementation of spatial planning regulations
- Households that are mostly indigent
- Negative media coverage of Nkandla, may deter government investments
- Poor political oversight over municipal by-laws
- Low morale of staff
- Lack of transfer of skills by consultants

## C9.2 KEY CHALLENGES FACED BY UTHUNGULU

- Ensuring filling of critical vacant posts
- Implementing of Recruitment and Retention Policies
- Implementing Workplace Skills Plan
- Maintaining of EDMS system thereby ensuring accurate record keeping
- Ensuring Water & Sanitation tariffs are cost reflective

- Ensuring that drinking water and waste water management meets the required quality standards at all times
- Ensuring effective monitoring of water balance in rural areas
- Committing and implementing approved MIG business plans for roll-out of water and sanitation services in the district
- Improving rural road network to ensure improve linkages between settlements, rural nodes and municipal centres
- Supporting meaningful Local Economic Development (LED) initiatives that foster micro and small business opportunities and job creation
- Supporting the LED sub-forums to maintain critical functioning
- Diversifying the district's economy.
- Supporting of tourism initiatives
- Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance
- Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme
- Ensuring that the capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network services
- Ensuring continued compliance with legal financial requirements
- Ensuring indigent policy remains updated and relevant
- Maintaining functionality of Council structures
- Ensuring compliance of the LGTAS
- Ensuring alignment and coordination between DM and LM's
- Implementing of PMS
- Ensuring continued support of climate change effects
- Ensuring effective support to Spatial Planning and Development
- Ensuring compliance with SPLUMA and PDA
- Ensuring disaster management forums remain functional
- Protecting the poor
- Ensuring Water & Sanitation tariffs are cost reflective
- Ensuring that drinking water and waste water management meets the required quality standards at all times;
- Protecting the poor;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme.
- Ensuring that the capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network services.
- Maintaining functionality of Council structures
- Implementing the LGTAS

- Maintaining of EDMS system thereby ensuring accurate record keeping.
- Effective support to the LED sub-forums to continue functioning.
- Ensuring continued compliance with legal financial requirements.
- Diversifying the district's economy.
- Effective support of tourism initiatives.
- Improving rural road network to ensure improve linkages between settlements, rural nodes and municipal centres
- Ensuring indigent policy remains updated and relevant.
- Ensuring effective monitoring of water balance in rural areas.
- Committing and implementing approved MIG business plans for roll-out of water and sanitation services in the district.
- Ensuring disaster management forums remain functional
- Ensuring alignment and coordination between DM and LM's

# SECTION D: VISION, MISSION AND CORE VALUES & GOALS AND OBJECTIVES

## D1.0 VISION

The vision for uThungulu was developed within the context of the international, national and provincial environment. The vision, mission and core values are as follows:

**An economically viable district with effective infrastructure that supports job creation through economic growth, rural development and promotion of our heritage**

## D2.0 MISSION

The mission of uThungulu District Municipality is:

To create a prosperous district through:

- Rural development, agrarian reform and food security,
- Creating economic growth and decent job opportunities,
- Fighting crime and corruption,
- Promoting quality education for all,
- Improving the quality of health,
- Community participation, nation building and good governance

## D3.0 CORE VALUES

Integrity
Transparency
Commitment
Co-operation
Innovation
Accountability

## D4.0 GOALS, OBJECTIVES AND STRATEGIES

**Table 86: Goals, Objects and Strategies (To be updated in final IDP)**

| KEY PERFORMANCE AREA | KEY CHALLENGE | OBJECTIVE REF | GOAL | OBJECTIVE | STRATEGIES | PERFORMANCE INDICATORS |
|---|---|---|---|---|---|---|
| MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT | Ensure filling of critical positions | 1.1.1.1 | Municipal Transformation and Institutional Development | To improve effective human resource development to staff and Councillors | Enhance staff and Councillors | Date of completion of Organisational Workstudy |
| | | 1.1.1.2 | | | | Percentage implementation of recommendations as per Organisational Workstudy |
| | Implementation of Workplace Skills Plan | 1.1.2.1 | | | Conduct annual skills audit | Date of completion of annual skills audit |
| | | 1.1.3.1 | | | Provide training opportunities for staff and Councillors | Number of staff trained |
| | | 1.1.3.2 | | | | Number of Councillors trained |
| | Implementation of Recruitment and Retention | 1.1.4.1 | | | Implement task job evaluation on all approved position | Percentage completion of TASK Job Evaluations on all approved positions |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 1.1.5.1 | | | Implement Employee Wellness Programme | Number Employee Assistance Programme awareness campaigns |
| | | 1.1.6.1 | | | Compliance with Occupational Health and Safety Act | Number of OHS Committee meetings |
| | Maintenance of EDMS system thereby ensuring accurate record keeping | 1.2.1.1 | | To improve programmes on information and communication technology | Analyse current document management system | Percentage implementation of Admin Vibe Enhancements |
| | | 1.2.2.1 | | | Upgrade information technology and relevant technological infrastructure | Date of conceptualisation of SOLAR Financial Modules |
| | | 1.2.2.2 | | | | Percentage of redundant servers replaced to ensure network refresh |
| | | 1.2.2.3 | | | | Date of implementation of BCP Finance module |
| | | 1.2.2.4 | | | | Date of appointment of IT Security Management System service provider |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 1.2.2.5 | | | | Date of PBAX System upgrade completed |
| BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | 2.1.1.1 | Infrastructure Development and Service Delivery | To institute the provision, upgrading and maintenance of solid waste services | Provide solid waste disposal services | Percentage of solid waste processed within 7 days |
| | | 2.2.1.1 | | To institute the provision, upgrading and maintenance of regional cemeteries and crematoria | Complete Phase II of the Regional Cemetery | Percentage completion of Phase II |
| | | 2.3.1.1 | | To facilitate renewable energy programmes | Implement bio gas programme | Number of brick digesters constructed |
| | | 2.3.1.2 | | | | Number of bio bag digesters constructed |
| | Improve rural road network to ensure improved linkages between settlements, rural nodes and municipal centres | 2.3.2.1 | | To ensure effective rural transport services | Implement Rural Transport Services and Infrastructure Strategy | Kilometers of Class 1-5 roads assessed |
| | Commit and implement approved MIG business plans for roll out of water and | 3.1.1.1 | Basic Service Provision | To ensure a basic standard of living for all through the provision of basic water delivery | Eradicate water services backlog in the district through the provision of basic water services | Percentage of households with access to basic water services |

| | | | | | | |
|---|---|---|---|---|---|---|
| | sanitation services in the district | 3.2.1.1 | | To ensure a basic standard of living for all through the provision of basic sanitation delivery | Eradicate water services backlog in the district through the provision of basic sanitation services | Percentage of households with access to basic sanitation services |
| LOCAL ECONOMIC DEVELOPMENT | Supporting meaningful Local Economic Development initiatives that foster micro and small business opportunities and job creation | 4.1.1.1 | Local Economic Development | To capacitate SMME's and local entrepreneurs | Reduce unemployment in the district through SMME empowerment | Number of new SMME's registered |
| | | 4.1.1.2 | | | | Date of SMME fair |
| | | 4.2.1.1 | | To promote job creation | Develop sustainable living through job creation | Number of new LED jobs created |
| | | 4.2.1.2 | | | | Number of new EPWP jobs created |
| | Continued effective support of tourism activites | 4.3.1.1 | | To promote the district as a tourism destination | Develop Tourism Development Plan | Date of approval by Council |
| | | 4.3.2.1 | | | Implement uThungulu Film Office Project Plan | Date of approval of Project Plan by Council |
| MUNICIPAL FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT | Ensure continued compliance with legal financial requirements | 5.1.1.1 | Municipal Financial Viability and Management | To maintain a clean audit 2015 | Ensure 100% MFMA Compliance | Percentage MFMA compliance in accordance with the MFMA Checklist |
| | | 5.1.2.1 | | | Implement financial bylaws and policies | Number of policies reviewed |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 5.1.3.1 | | | Receipt of clean audit | Audit opinion |
| | | 5.2.1.1 | | To ensure financial management | Enhance financial viability | Cost coverage ratio |
| | | 5.2.1.2 | | | | Debt coverage ratio |
| | | 5.2.1.3 | | | | Outstanding service debtors to revenue ratio |
| | | 5.3.1.1 | | To improve debt collection | Implement revenue enhancement strategies | Percentage debt collected |
| | Ensuring that our capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network | 5.4.1.1 | | To improve expenditure control | Payment of outstanding creditors | Percentage of invoices paid within 30 days from receipt of invoice, documentation and statements |
| | | 5.5.1.1 | | | Improve grants and subsidies expenditures | Percentage of grants and subsisdies spent |
| **GOOD GOVERNANCE AND PUBLIC PARTICIPATION** | Maintain functionality of Council structures | 6.1.1.1 | Good Governance and Public Participation | To promote community participation and communication | Partipate and coordinate district forums | Number of Traditional Leaders participating in Council as per section 81 |

| | | | | | |
|---|---|---|---|---|---|
| Ensuring alignment and coordination between DM and LM'a | 6.1.1.2 | | | | Number of Technical District Committees (Municipal Manager Inter Governmental Relations Committee) |
| | 6.1.1.3 | | | | Number of District's Mayor's Forums (Mayoral Inter Governmental Relations Committee) |
| | 6.1.2.1 | | | Achieve sustainable development through communication and community participation | Number of IDP Roadshows |
| Implementation of PMS | 6.2.1.1 | | To enhance and evaluate municipal performance | Implement compliant Electronic Performance Management System by 2017 | Date of approval of Organisational Performance Framework |
| | 6.2.1.2 | | | | Percentage implementation of electronic PMS |
| | 6.3.1.1 | | To enhance institutional development | Conduct risk assessment | Date of completion of Annual Risk Assessment |
| | 6.3.2.1 | | | Conduct fraud risk assessment | Date of completion of Annual Fraud Risk Assessment |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Ensure LGTAS is complied with | 6.3.3.1 | | | Comply with LGTAS for the District to function as an ethically sound | Percentage of annual LGTAS recommendations implemented |
| | | 6.3.4.1 | | | Develop Internal Audit Charter | Date of approval of Internal Audit Charter |
| **CROSS CUTTING** | | 6.4.1.1 | | To increase integrated development in order to achieve sustainable development | Review development objectives in the IDP through community participation | Date of approval of IDP Review |
| | Continued Spatial Planning and Development | 7.1.1.1 | Sustainable Human Settlements and Land Management | To ensure effective spatial planning and development to improve the management of district level responsibilities | Achieve an equitable distribution of urban and rural development projects | Date of draft Human Settlement Strategy |
| | Ensuring compliance with SPLUMA and PDA | 7.1.1.2 | | | | Date of draft Strategic Environmental Assessment |
| | | 7.1.1.3 | | | | Date of draft review of SDF |
| | | 8.1.1.2 | Human Resource Development | To provide effective human resource development to the community | Alleviate illiteracy through the District Education Programme | Date of Matric Achievers Awards |
| | | 8.1.2.1 | | | Improve unemployment through the District Skills Development Programme | Number of youths assisted with registration grants |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 9.1.1.1 | Rural Development and Food Security | To provide rural development thus alleviation of hunger within the district | Establish Fresh Produce Market Entity | Date of establishment |
| | Protect the poor | 10.1.1.1 | Community Development and Social Services | To improve environmental health within the district | Develop Air Quality Management Plan | Percentage procurement of Air Quality Management equipment |
| | | 10.1.1.2 | | | | Percentage implementation of recommendations as per Air Quality Management Plan |
| | | 10.2.1.1 | | To promote healthy lifestyles for the community | Implement programmes and events aimed at physical activity such as sports | Date of District Elimination Games |
| | | 10.2.1.2 | | | | Date of participation in SALGA Games |
| | | 10.2.2.1 | | | Facilitate events for participation by all local municipalities | Number of codes assisted |
| | Ensuring disaster management forums remain functional | 10.3.1.1 | | To minimize the effect of natural and other disasters on the community | Provide disaster management services to aid all the family of municipalities | Percentage of disasters responded to |
| | Protect the poor | 10.4.1.1 | | To reduce incidence of HIV/AIDS infections | Implement awareness programmes | Number of HIV/AIDS Awareness campaigns |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 10.5.1.1 | | To improve the quality of life for marginalised groups | Facilitate special programmes focusing on groups that were previously disadvantaged | Number of marginalised groups programmes (Women, Children, Disabled, Youth, Senior Citizens) |
| | | 10.6.1.1 | | To ensure participation in Operation Sukume Sakhe | Render assistance where needs in community have been established | Percentage of identified needs assisted within budget |
| | Ensuring continued support of climate change effects | 11.1.1.1 | Environmental and Resource Management | To efficiently manage scarce resources within the district | Protect precious resources within its municipal area through the Coastal Management Plan and Integrated Environmental Plan | Number of programmes supported |

**Table 87: Reviewed Action Plan for each LGTAS Priority – As at Quarter 2 2014/15**

| CHALLENGE AS IDENTIFIED IN THE SUPPORT PLAN | ACTIONS TO BE TAKEN | RESPONSIBLE PERSON | TARGET DATE | PROGRESS |
|---|---|---|---|---|
| **IGR**<br>• The IGR between the District and Local municipality is not functioning | Tender awarded For The Implementation Of The Intergovernmental Framework Developed By The Department Of Cooperative Governance And Traditional Affairs | Municipal Manager's Office | On going | As per the tender awarded in May 2014, all IGR processes are currently undergoing a comprehensive analysis to begin the process of implementing the IGR Framework as per the Intergovernmental Relations Act. |
| **DM/LM Coordination**<br>• There is a lack of coordination between the work of the district and local municipalities | On going | Municipal Manager's Office | On going | Quarterly Technical Support Forum and District Intergovernmental Relations Forum meetings taking place as per the IGR Act. The challenges have been resolved via these fora, which respectively comprise all Municipal Managers and Mayors in the district and local municipalities. |
| **Policies**<br>• Organisational policies may be out of date and need to be reviewed | On going | DMM: Corporate Services | 30 June each year | The policy review is an ongoing process that is undertaken annually. To this extent, policies that require amendments are amended on continuous basis. A list of policies that were reviewed in the reporting period, are available in Human Resources. |
| **Standing Committees**<br>• Standing Committee meetings to be more functional | On going | DMM: Corporate Services | 30 June each year | The committees established to support council are functioning well. Where there are challenges encountered the matters are resolved administratively or referred to the office of the Speaker. |

| CHALLENGE AS IDENTIFIED IN THE SUPPORT PLAN | ACTIONS TO BE TAKEN | RESPONSIBLE PERSON | TARGET DATE | PROGRESS |
|---|---|---|---|---|
| **Job Grading**<br>• Jobs grading has indicated salary reductions , this has caused a dispute with LLF and dispute is delaying recruitment for positions | uThungulu is in the process of job grading with assistance from SALGA. | DMM: Corporate Services | Ongoing | The training for JEU was held in November and the units are ready to conduct the Job evaluations. |
| **Organogram**<br>• Organogram aligned to powers and functions | On going | DMM: Corporate Services | 30 June each year | The organogram for the 2014/15 financial year was approved by Council in June 2014.<br><br>However, the organisation will conduct a Human Resources study to ensure that the organogram is aligned to the IDP. |
| **Training of Officials and Politicians**<br>• All officials and politicians need better understanding of roles and responsibilities (Governance) | On going | DMM: Corporate Services | On going | Staff and Councillors are given opportunity to undertake various trainings linked to their roles and responsibilities and as informed by the individual personal development plan. |

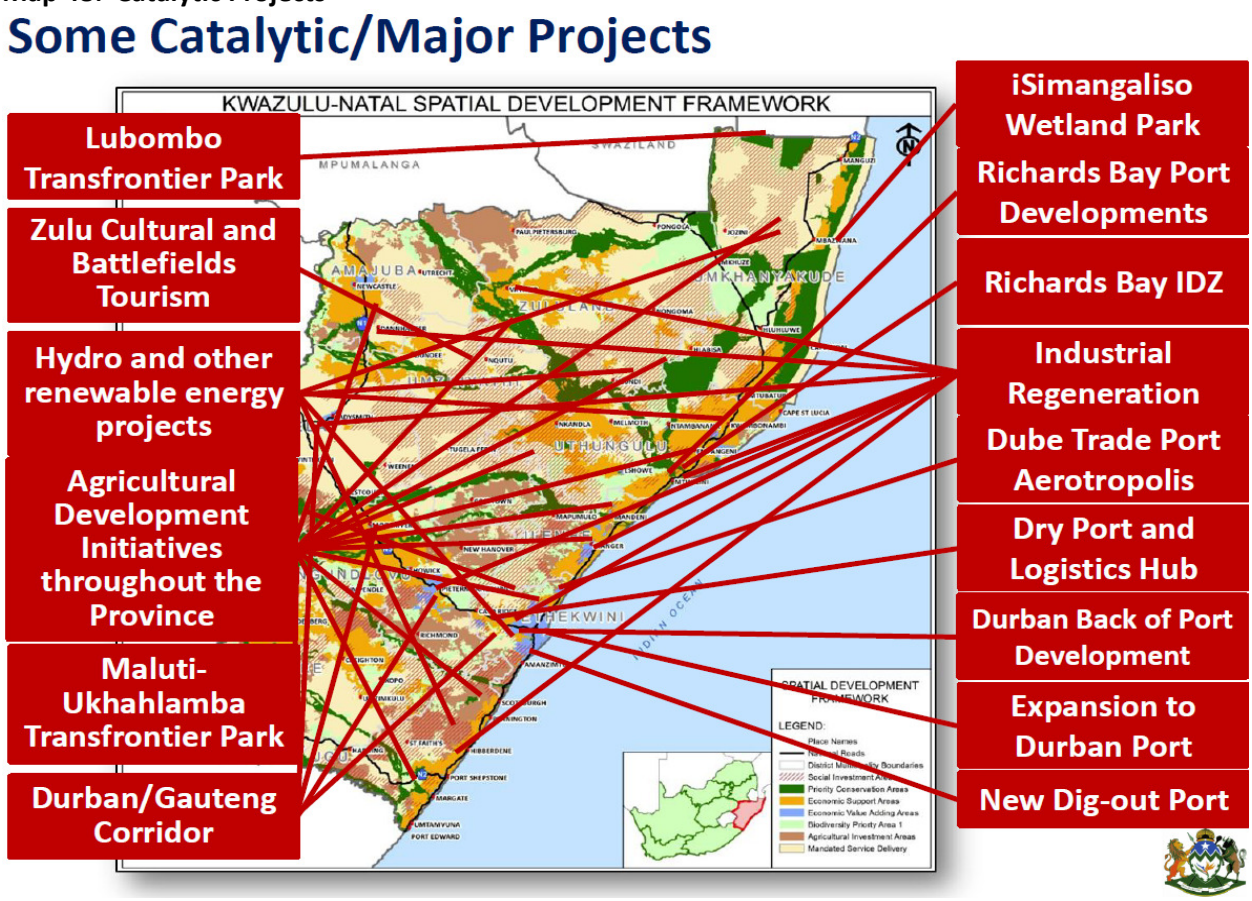
| CHALLENGE AS IDENTIFIED IN THE SUPPORT PLAN | ACTIONS TO BE TAKEN | RESPONSIBLE PERSON | TARGET DATE | PROGRESS |
|---|---|---|---|---|
| **Training of Councillors**<br>• Councillors have not undertaken<br>• Councillor Oversight Training (MPAC) | On going | DMM: Corporate Services | Ongoing | This challenge has been resolved.<br><br>Seven councillors were enrolled in the CPMD with Wits University to enhance their understanding of their responsibilities |
| **Training of LLF**<br>• LLF members need better understanding of roles and responsibilities | On going | DMM: Corporate Services | Ongoing | The LLF functioning has improved markedly, the LLF has arranged for the meeting called Pre- LLF session in which issues and items are presented to clarify any challenges that may be encountered by the Municipality. The LLF has further established three sub committees that deal with various technical human resources issues.<br><br>Training for the LLF will be conducted by SALGA in order for the LLF to understand their roles and responsibilities. The names have already been submitted |
| **Filing Systems**<br>• Registry system needs to be integrated with other administration systems<br>• HR needs a central filing system | No further action required | DMM: Corporate Services | On going | This challenge has been achieved.<br><br>The systems are in place and there are areas that can be enhanced (continuous improvement) on an ongoing basis, making it more user-friendly.<br><br>The process of upgrading the operating systems was completed. Migration of documents from hummingbird is on going. |

| CHALLENGE AS IDENTIFIED IN THE SUPPORT PLAN | ACTIONS TO BE TAKEN | RESPONSIBLE PERSON | TARGET DATE | PROGRESS |
|---|---|---|---|---|
| **SCM**<br>• The SCM policy should be reviewed to improve the function | On going | DMM: Financial Services | Annually | The SCM policy is reviewed annually as required by the MFMA and the said process, thus includes all improvements from National Treasury. In the current financial year, the amended policy has been reviewed the Finance Services Portfolio Committee, the Rules Committee and Executive Committee. The policy was approved by Council on the 28/3/2014. The policy is being reviewed for 2014/2015 financial year and will serve in March 2015 |
| **IT**<br>• IT Strategy to be reviewed and Master Systems plan to be developed | On going | DMM: Corporate Services | On going | The IT master plan was finalised in 2013.<br><br>The IT strategy was reviewed in October 2014. |

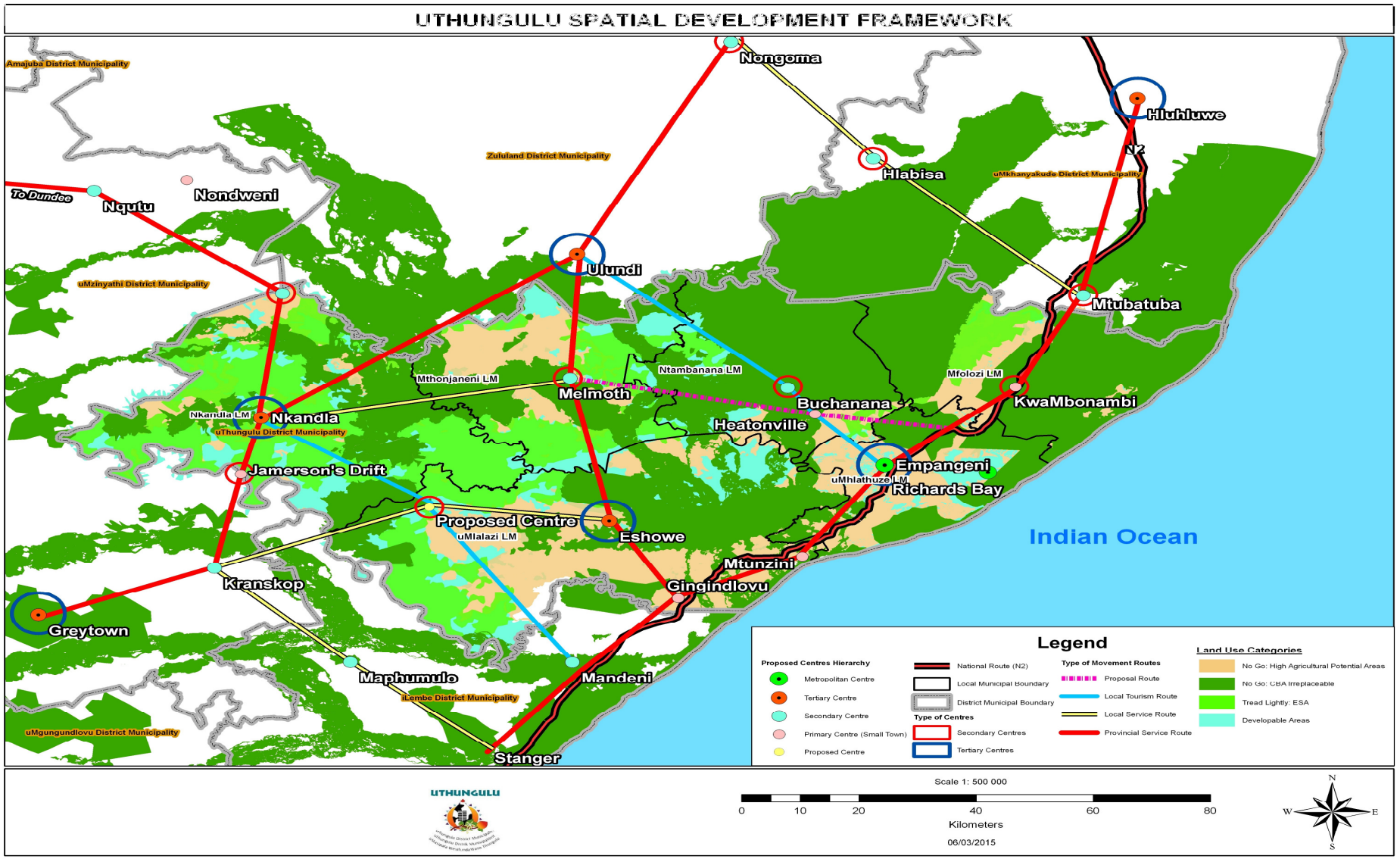
# SECTION E: STRATEGIC MAPPING AND IMPLEMENTATION PLAN

## E1.0 STRATEGIC MAPPING

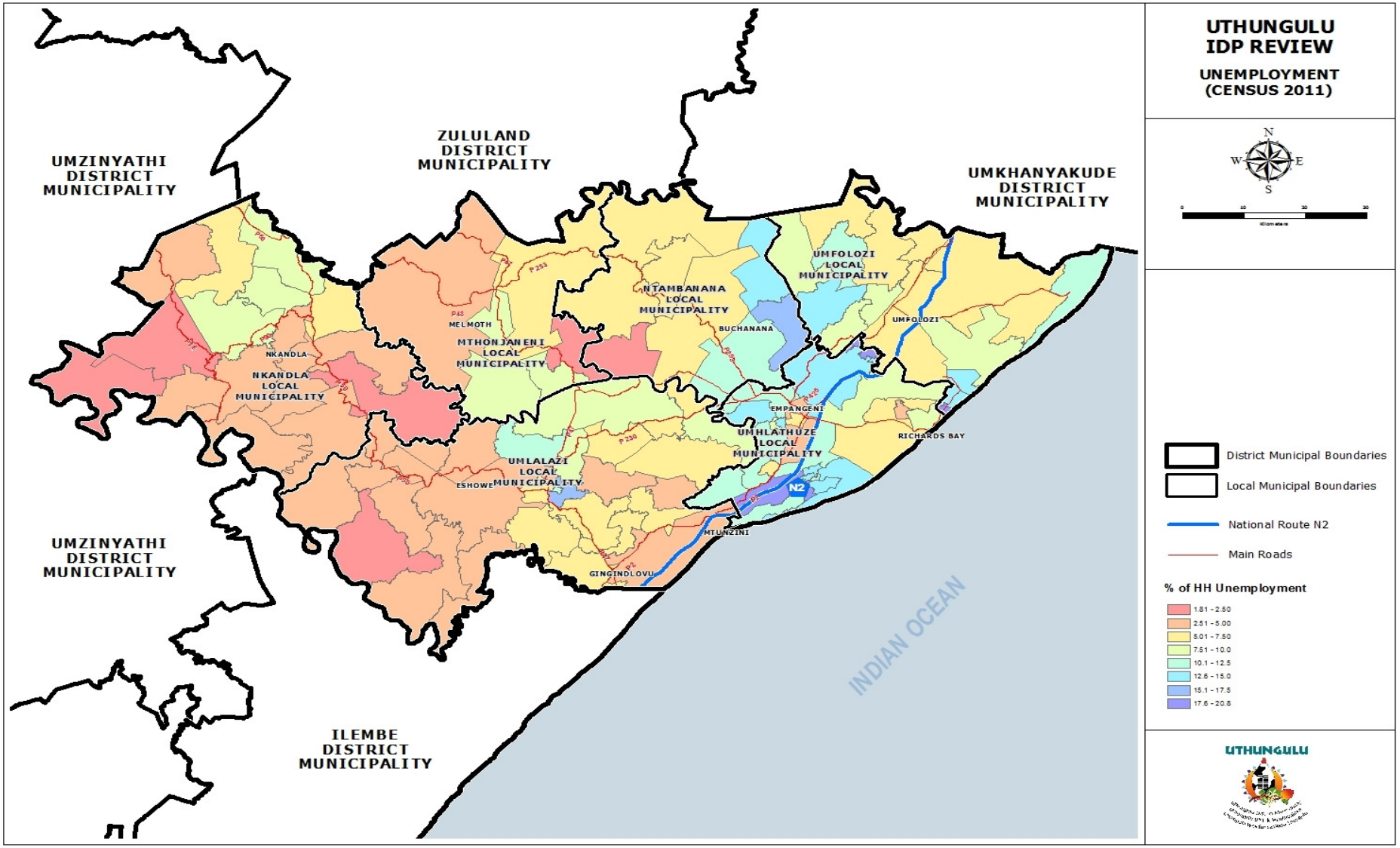
**Map 48: Catalytic Projects**



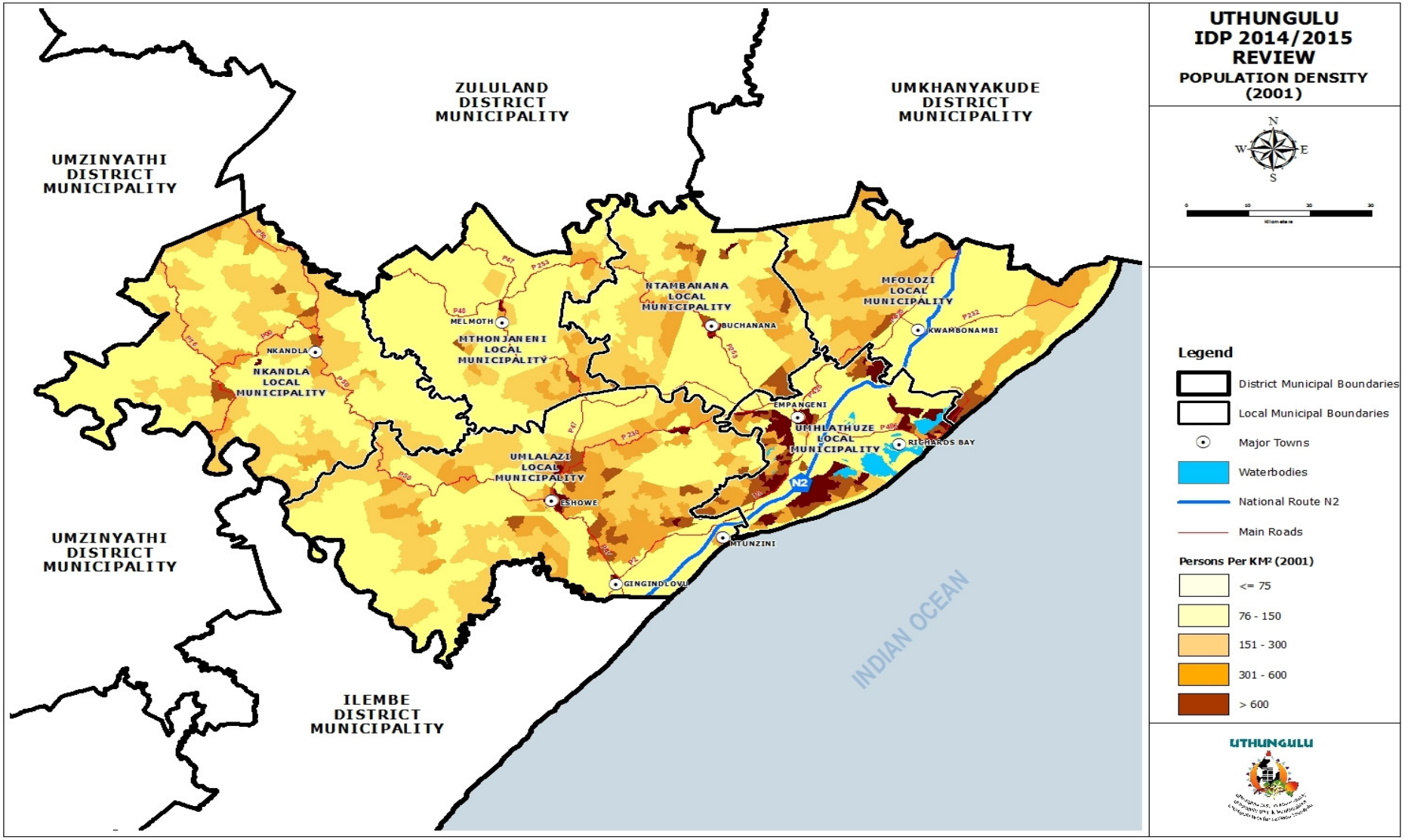
**Map 49: Provincial SDF**



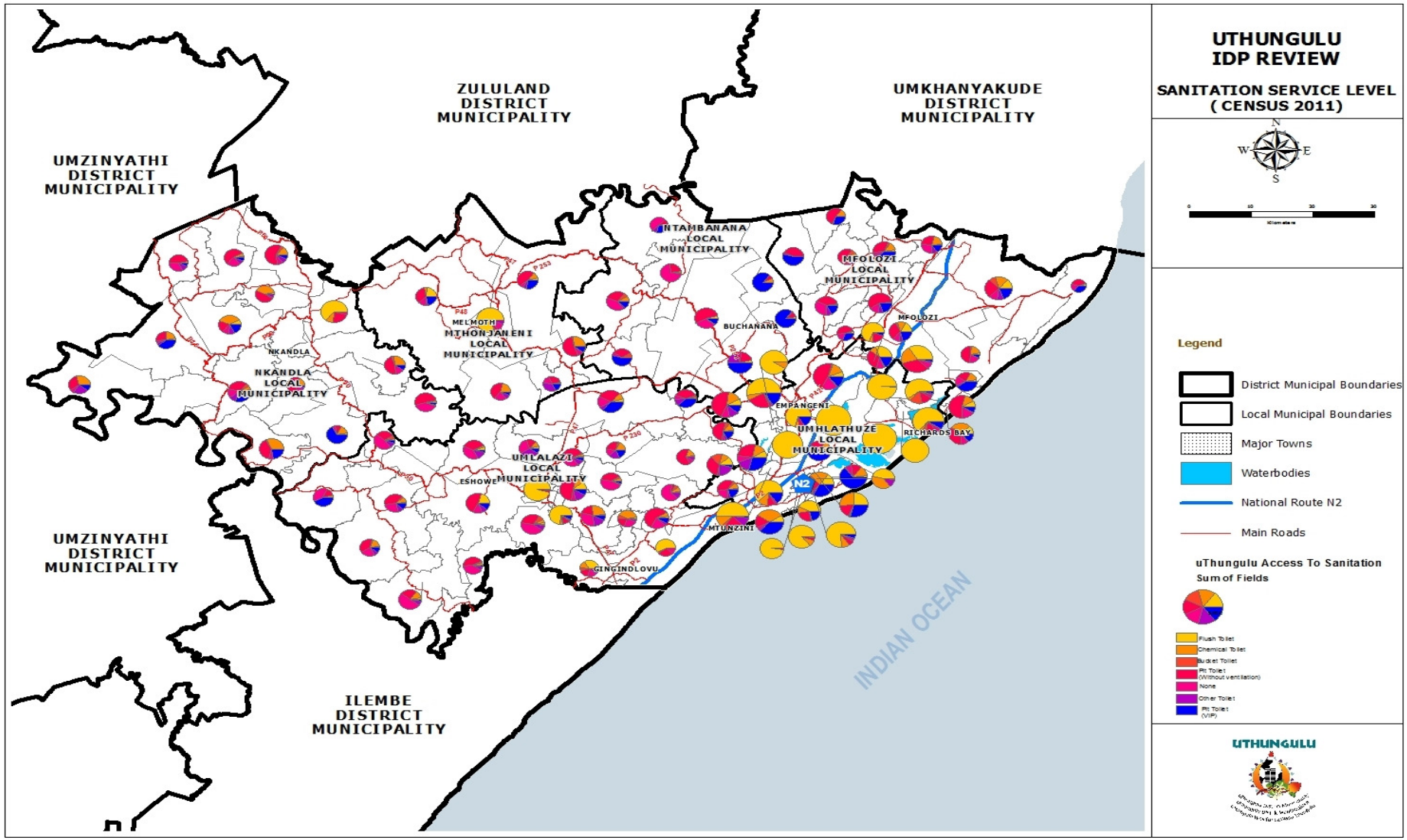
**Map 50: Unemployment**



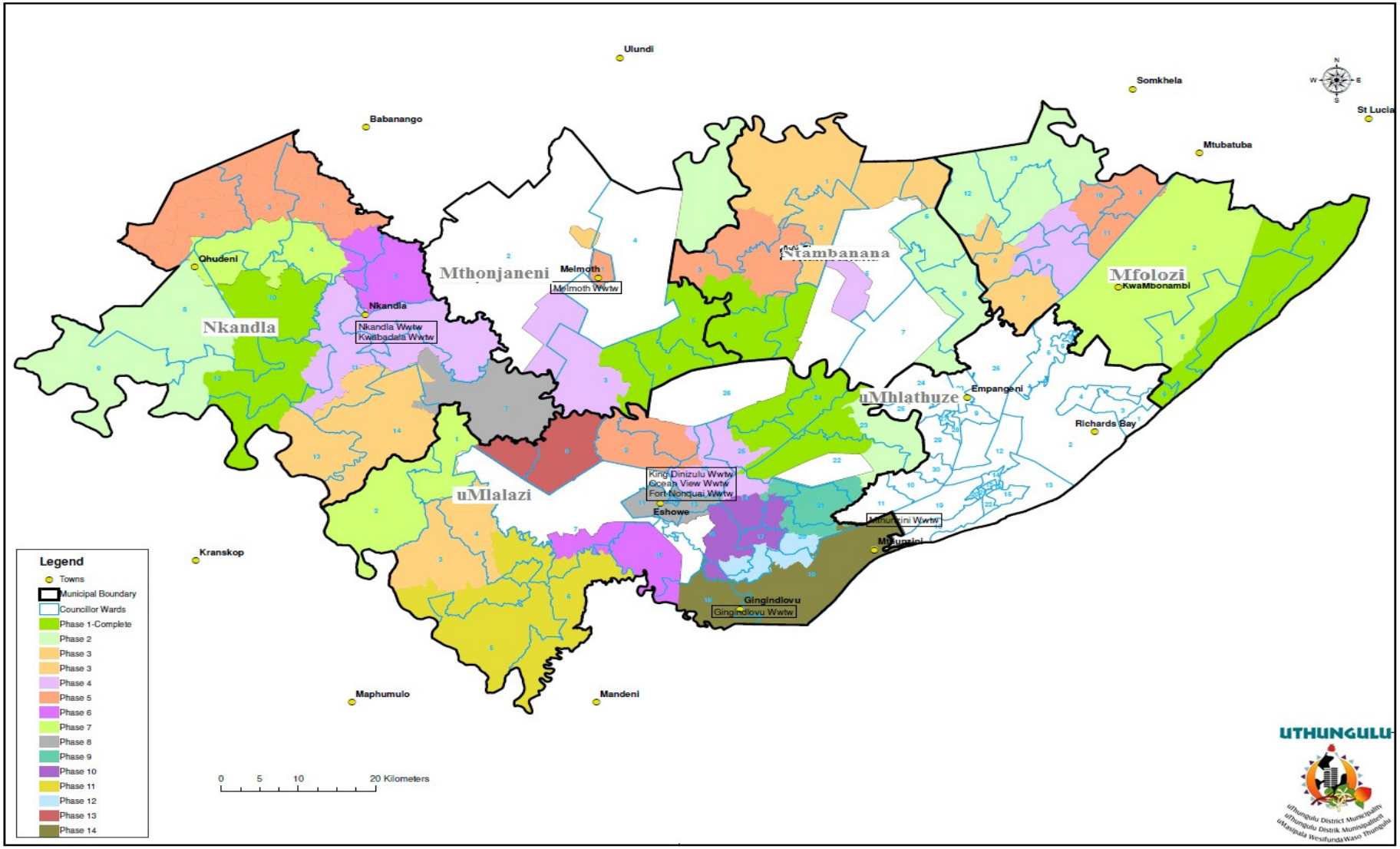
**Map 51: Population VS Poverty**



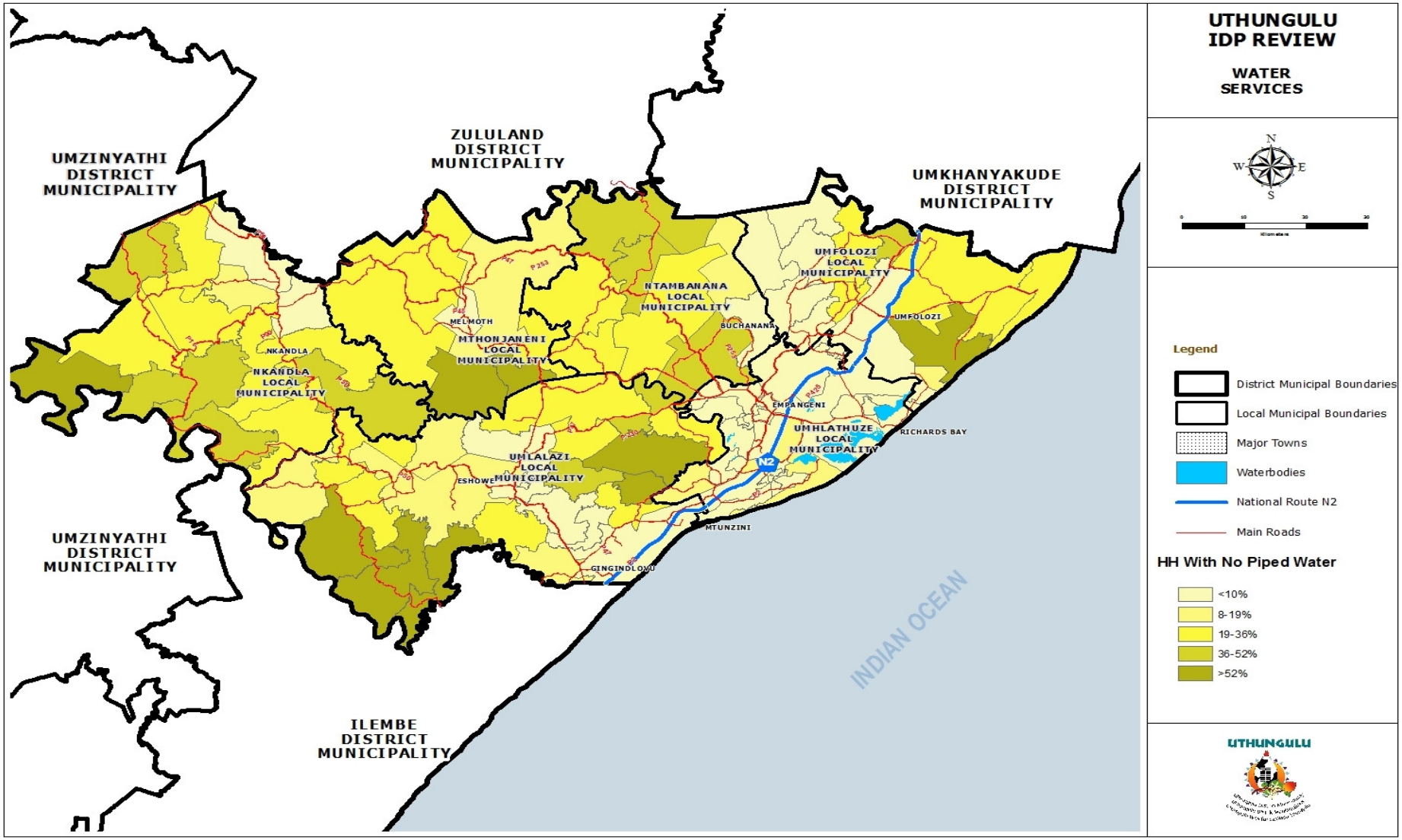
**Map 52: Sanitation**



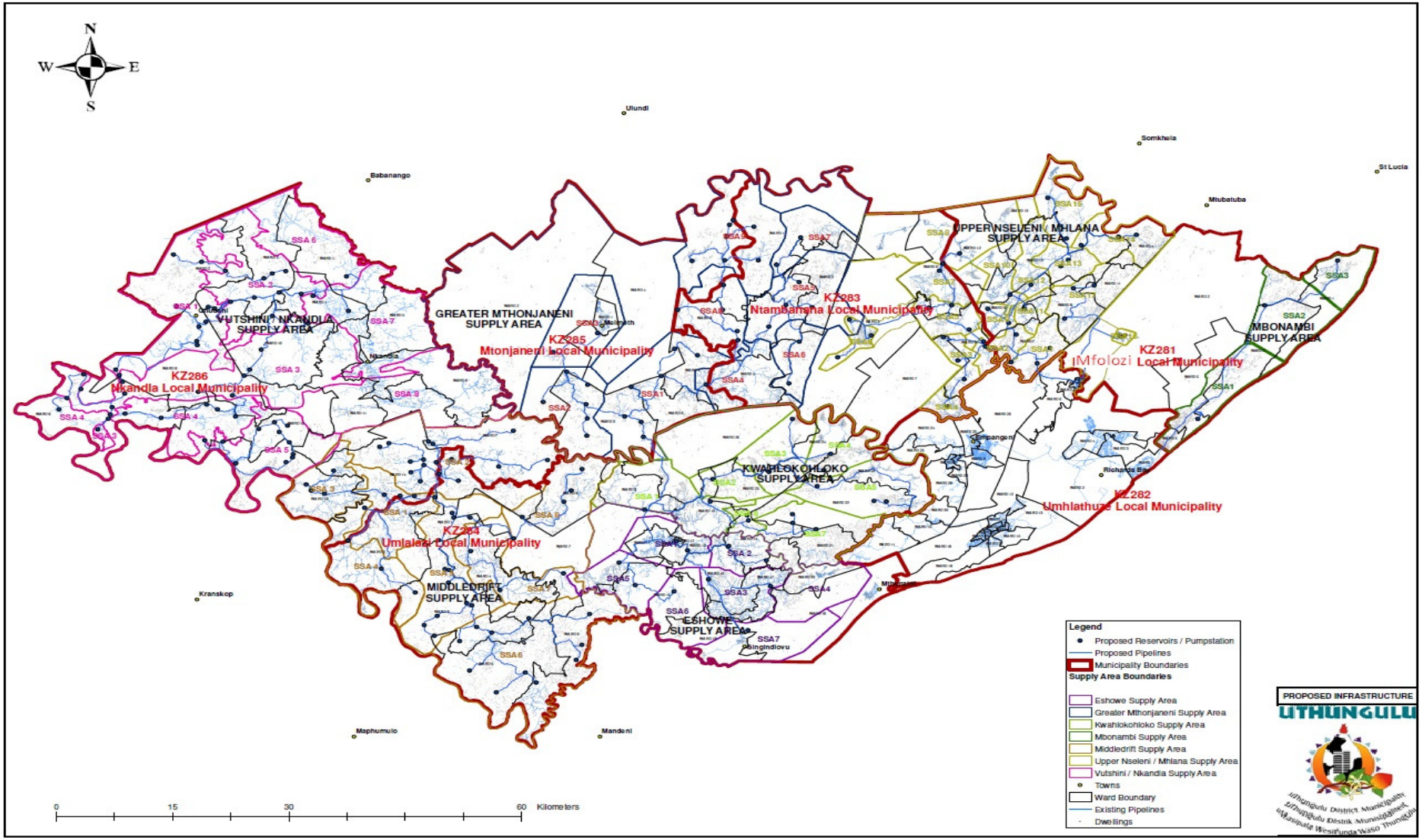
**Map 53: uThungulu Sanitation Infrastructure**



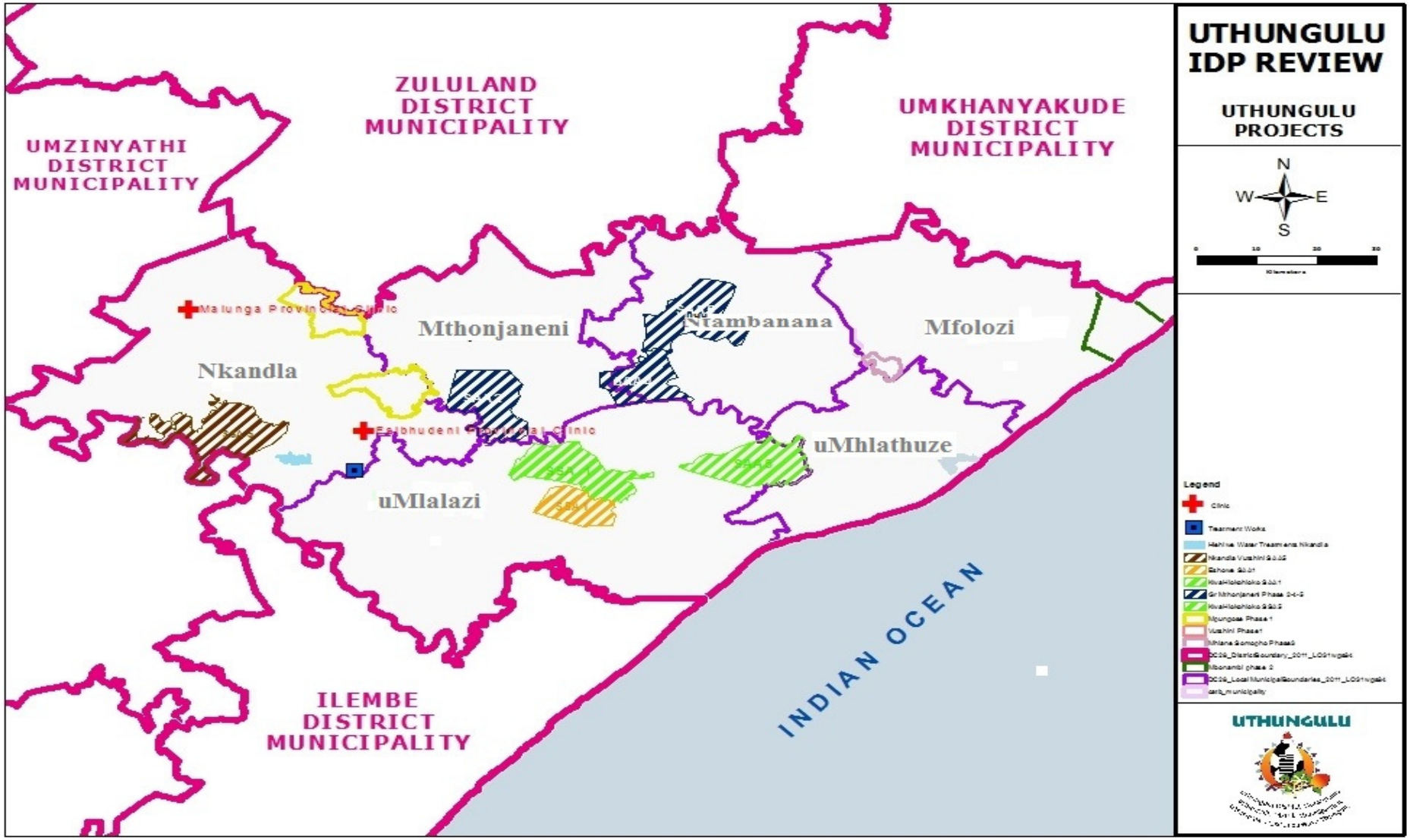
**Map 54: Water Services - Backlogs**



**Map 55: uThungulu Water Existing and Proposed Infrastructure**



**Map 56: uThungulu Water and Sanitation Project 2014/15**



## E2.0 IMPLEMENTATION PLAN

Below, the three years Implementation Plan with committed human & financial resources (IDP Framework) detailing the projects and funding, in line with the multi-year budged for the financial years 2013/14 to 2015/16, is attached.
The 3-year Implementation Plan shows a summary of the total revenue and expenditure, as well as a detailed indication of the projects (operational or capital), the funding sources as well as the total funded project budgets for the years 2013/14 to 2015/16.
A summary of the budget is indicated in the table below:

**Table 88: Budget Summary**

| | 2014/2015 BUDGET | 2015/2016 BUDGET | 2016/2017 BUDGET | TOTAL FOR MTREF |
|---|---|---|---|---|
| **Revenue by Source** | | | | |
| - Grants & subsidies | 417,201,000 | 661,476,000 | 426,717,000 | 1,505,394,000 |
| - Equitable Share | 185,008,000 | 197,511,000 | 212,470,000 | 594,989,000 |
| - Levy Replacement Grant | 197,121,000 | 211,775,000 | 229,691,000 | 638,587,000 |
| **Total Government Grant & Subsidies** | **799,330,000** | **1,070,762,000** | **868,878,000** | **2,738,970,000** |
| **Public Contributions** | | | | |
| - Richards Bay Minerals | | | | |
| - Foskor | | | | |
| - Bell Equipment | | | | |
| **Total Public Contributions** | - | - | - | - |
| - Sundry Income | 9,126,642 | 10,312,998 | 11,694,159 | 31,133,800 |
| - Interest Income | 28,915,431 | 30,650,356 | 32,489,377 | 92,055,164 |
| **Total Other Income** | **38,042,073** | **40,963,354** | **44,183,537** | **123,188,964** |
| Trading Services | 56,956,850 | 64,296,523 | 72,698,961 | 193,952,335 |
| Depreciation funding - Reserve | | - | | - |
| Prior Year Grant Funding | | 1,103,645 | | 1,103,645 |
| Surplus Brought Forward (2013/2014) | 29,791,490 | 27,041,760 | 14,302,589 | 71,135,839 |
| **Total Revenue** | **924,120,413** | **1,204,167,282** | **1,000,063,087** | **3,128,350,783** |
| **Expenditure** | | | | |
| Non-trading services | 154,145,919 | 163,223,431 | 174,165,230 | 491,534,579 |
| Trading Services | 287,108,319 | 333,593,905 | 377,081,054 | 997,783,278 |
| Operational IDP | 145,041,076 | 120,779,817 | 114,369,803 | 380,190,696 |
| Capital IDP & Internal Fixed Assets | 368,696,446 | 622,452,366 | 384,447,000 | 1,375,595,812 |
| **Total Expenditure** | **954,991,759** | **1,240,049,519** | **1,050,063,087** | **3,245,104,365** |
| LESS : DEPRECIATION | 48,000,000 | 52,000,000 | 55,000,000 | 155,000,000 |
| **TOTAL EXPENDITURE EXCL.** | **906,991,759** | **1,188,049,519** | **995,063,087** | **3,090,104,365** |

**Table 89: Budget Project Implementation Plan 2014/15**

| INEGRATED DEVELOPMENT PLAN IMPLEMENTATION 2014/2015 | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| KEY PERFORMANCE AREA | KEY CHALLENGE | OBJECTIVE REF | GOAL | OBJECTIVE | STRATEGIES | PERFORMANCE INDICATORS | BASELINE | 5 YEAR TARGETS | | | | | TARGET AND YEAR IF OUTSIDE 5 YEAR PERIOD | BUDGET | SOURCE | RESPONSIBILITY |
| | | | | | | | | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | | | | |
| MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT | Ensure filling of critical positions | 1.1.1.1 | Municipal Transformation and Institutional Development | To improve effective human resource development to staff and Councillors | Enhance staff and Councillors | Date of completion of Organisational Workstudy | | | | 30-Jun-15 | | | | R500,132 | UDM | Corporate Services |
| | | 1.1.1.2 | | | | Percentage implementation of recommendations as per Organisational Workstudy | | | | | 50% | 100% | | R0 | UDM | |
| | Implementation of Workplace Skills Plan | 1.1.2.1 | | | Conduct annual skills audit | Date of completion of annual skills audit | | 31-May-13 | 31-May-14 | 30-Apr-15 | 30-Apr-16 | 30-Apr-17 | | Operational | UDM | |
| | | 1.1.3.1 | | | Provide training opportunities for staff and Councillors | Number of staff trained | | | 164 | 200 | 220 | 240 | | Operational | UDM | |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1.1.3.2 | | | | Number of Councillors trained | | | 32 | 40 | 45 | 50 | | Operational | UDM |
| | Implementation of Recruitment and Retention | 1.1.4.1 | | | Implement task job evaluation on all approved position | Percentage completion of TASK Job Evaluations on all approved positions | | | | 100% | | | | R2,760,749 | UDM |
| | | 1.1.5.1 | | | Implement Employee Wellness Programme | Number Employee Assistance Programme awareness campaigns | | | | 4 | | | | R200,000 | UDM |
| | | 1.1.6.1 | | | Compliance with Occupational Health and Safety Act | Number of OHS Committee meetings | | 4 | 4 | 4 | 4 | 4 | | R100,000 | UDM |
| | Maintenance of EDMS system thereby ensuring accurate record keeping | 1.2.1.1 | | To improve programmes on information and communication technology | Analyse current document management system | Percentage implementation of Admin Vibe Enhancements | | | | 100% | | | | R100,000 | UDM |
| | | 1.2.2.1 | | | Upgrade information technology and relevant technological infrastructure | Date of conceptualisation of SOLAR Financial Modules | | | | 30-Jun-15 | | | | R300,000 | UDM |
| | | 1.2.2.2 | | | | Percentage of redundant servers replaced to ensure network refresh | | | | 100% | 100% | 100% | | R300,000 | UDM |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1.2.2.3 | | | | Date of implementation of BCP Finance module | | | | 30-Jun-15 | | | | R500,000 | UDM | Financial Services |
| | | 1.2.2.4 | | | | Date of appointment of IT Security Management System service provider | | | | 31-Dec-14 | | | | R633,000 | UDM | Corporate Services |
| | | 1.2.2.5 | | | | Date of PBAX System upgrade completed | | | | 30-Jun-15 | | | | R150,000 | UDM | |
| BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | 2.1.1.1 | Infrastructure Development and Service Delivery | To institute the provision, upgrading and maintenance of solid waste services | Provide solid waste disposal services | Percentage of solid waste processed within 7 days | | 100% | 100% | 100% | 100% | 100% | | R7,181,000 | UDM | Technical Services |
| | Improve rural road network to ensure improved linkages between settlements, rural nodes and municipal centres | 2.2.1.1 | | To institute the provision, upgrading and maintenance of regional cemeteries and crematoria | Complete Phase II of the Regional Cemetery | Percentage completion of Phase II | | | 20% | 100% | | | | R5,000,000 | UDM | |
| | | 2.3.1.1 | | To facilitate renewable energy programmes | Implement bio gas programme | Number of brick digesters constructed | | | 5 | 4 | | | | R2,308,165 | KZN COGTA | |
| | | 2.3.1.2 | | | | Number of bio bag digesters constructed | | | | 2 | | | | | | |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2.3.2.1 | | To ensure effective rural transport services | Implement Rural Transport Services and Infrastructure Strategy | Kilometers of Class 1-5 roads assessed | | | 3000km | 3000km | 3000km | | | R2,305,000 | RAMS | |
| | Commit and implement approved MIG business plans for roll out of water and sanitation services in the district | 3.1.1.1 | Basic Service Provision | To ensure a basic standard of living for all through the provision of basic water delivery | Eradicate water services backlog in the district through the provision of basic water services | Percentage of households with access to basic water services | 61.18% | 63,6% (Based on 2011 Census data) | 63.60% | 63.95% | 64.55% | 65.15% | | R3,870,000 | UDM | |
| | | 3.2.1.1 | | To ensure a basic standard of living for all through the provision of basic sanitation delivery | Eradicate water services backlog in the district through the provision of basic sanitation services | Percentage of households with access to basic sanitation services | 63.25% | 60,39% (Based on 2011 Census data) | 70.9% | 74.12% | 78.12% | 82.12% | | R5,000,000 | UDM & MIG | |
| **LOCAL ECONOMIC DEVELOPMENT** | Supporting meaningful Local Economic Development initiatives that foster micro and small business opportunities and job creation | 4.1.1.1 | Local Economic Development | To capacitate SMME's and local entrepreneurs | Reduce unemployment in the district through SMME empowerment | Number of new SMME's registered | | | 100 | 100 | 150 | 200 | | R250,000 | UDM | Planning and Economic Development |
| | | 4.1.1.2 | | | | Date of SMME fair | | 30-Jun-13 | 30-Jun-14 | 30-Jun-15 | 30-Jun-16 | 30-Jun-17 | | | | |
| | | 4.2.1.1 | | To promote job creation | Develop sustainable living through job creation | Number of new LED jobs created | | | | 40 | 50 | 60 | | R70,000 | UDM | |
| | | 4.2.1.2 | | | | Number of new EPWP jobs created | | | 300 | 400 | 500 | 600 | | R5,337,000 | EPWP | Technical Services |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Continued effective support of tourism activites | 4.3.1.1 | | To promote the district as a tourism destination | Develop Tourism Development Plan | Date of approval by Council | | | | 30-Jun-15 | | | | R450,000 | UDM | Planning and Economic Development Services |
| | | 4.3.2.1 | | | Implement uThungulu Film Office Project Plan | Date of approval of Project Plan by Council | | | | 30-Jun-15 | 50% implementation of Project Objectives | 100% implementation of Project Objectives | | R150,000 | UDM | |
| MUNICIPAL FINANCIAL VIABILTY AND FINANCIAL MANAGEMENT | Ensure continued compliance with legal financial requirements | 5.1.1.1 | Municipal Financial Viability and Management | To maintain a clean audit 2015 | Ensure 100% MFMA Compliance | Percentage MFMA compliance in accordance with the MFMA Checklist | | 100% | 100% | 100% | 100% | 100% | | R186,800 | UDM | Financial Services |
| | | 5.1.2.1 | | | Implement financial bylaws and policies | Number of policies reviewed | | | | 11 | 11 | 11 | | Operational | UDM | |
| | | 5.1.3.1 | | | Receipt of clean audit | Audit opinion | Unqualified | Unqualified | Unqualified | Unqualified | Unqualified | Unqualified | | R1,223,600 | UDM | Office of the Municipal Manager |
| | | 5.2.1.1 | | To ensure financial management | Enhance financial viability | Cost coverage ratio | 4.91 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | | Operational | UDM | |
| | | 5.2.1.2 | | | | Debt coverage ratio | 5.91 | 15.00 | 6.18 | 17.00 | 6.00 | 17.00 | | Operational | UDM | |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 5.2.1.3 | | | | Outstanding service debtors to revenue ratio | 0.10 | 0.70 | 0.80 | 0.80 | 0.80 | 0.80 | | Operational | UDM | |
| | | 5.3.1.1 | | To improve debt collection | Implement revenue enhancement strategies | Percentage debt collected | | 75% | 80% | 80% | 82% | 84% | | Operational | UDM | Financial Services |
| | Ensuring that our capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network | 5.4.1.1 | | To improve expenditure control | Payment of outstanding creditors | Percentage of invoices paid within 30 days from receipt of invoice, documentation and statements | | | | 80% | 85% | 90% | | Operational | UDM | Office of the Municipal Manager |
| | | 5.5.1.1 | | | Improve grants and subsidies expenditures | Percentage of grants and subsisdies spent | | 100% | 100% | 100% | 100% | 100% | | Operational | UDM | |
| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | Maintain functionality of Council structures | 6.1.1.1 | Good Governance and Public Participation | To promote community participation and communication | Partipate and coordinate district forums | Number of Traditional Leaders participating in Council as per section 81 | | | | 8 | 8 | 8 | 8 | R150,000 | UDM | |
| | Ensuring alignment and coordination between DM and LM'a | 6.1.1.2 | | | | Number of Technical District Committees (Municipal Manager Inter Governmental Relations Committee) | | | 4 | 4 | 4 | 4 | 4 | Operational | UDM | |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 6.1.1.3 | | | | Number of District's Mayor's Forums (Mayoral Inter Governmental Relations Committee) | | | 4 | 4 | 4 | 4 | 4 | Operational | UDM | |
| | 6.1.2.1 | | | Achieve sustainable development through communication and community participation | Number of IDP Roadshows | | 12 | 12 | 14 | 14 | 14 | 14 | R1,200,000 | UDM | |
| Implementation of PMS | 6.2.1.1 | | To enhance and evaluate municipal performance | Implement compliant Electronic Performance Management System by 2017 | Date of approval of Organisational Performance Framework | | 30-Jun-13 | 30-Jun-14 | 30-Jun-15 | 30-Jun-16 | 30-Jun-17 | | Operational | UDM | |
| | 6.2.1.2 | | | | Percentage implementation of electronic PMS | | | | | 50% | 100% | | R0 | UDM | |
| | 6.3.1.1 | | To enhance institutional development | Conduct risk assessment | Date of completion of Annual Risk Assessment | | | | 30-Sep-14 | 30-Sep-15 | 30-Sep-16 | | R220,000 | UDM | |
| | 6.3.2.1 | | | Conduct fraud risk assessment | Date of completion of Annual Fraud Risk Assessment | | | | 30-Sep-14 | 30-Sep-15 | 30-Sep-16 | | R100,000 | UDM | |
| Ensure LGTAS is complied with | 6.3.3.1 | | | Comply with LGTAS for the District to function as an ethically sound | Percentage of annual LGTAS recommendations implemented | | 50% | 50% | 50% | 50% | 50% | | Operational | UDM | |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 6.3.4.1 | | | Develop Internal Audit Charter | Date of approval of Internal Audit Charter | | | 30-Jun-14 | 30-Jun-15 | 30-Jun-16 | 30-Jun-17 | | Operational | UDM | |
| CROSS CUTTING | | 6.4.1.1 | | To increase integrated development in order to achieve sustainable development | Review development objectives in the IDP through community participation | Date of approval of IDP Review | | 30-Jun-13 | 28-Jun-14 | 27-Jun-15 | 30-Jun-16 | 30-Jun-17 | | R250,000 | UDM | Planning and Economic Development |
| | Continued Spatial Planning and Development | 7.1.1.1 | Sustainable Human Settlements and Land Management | To ensure effective spatial planning and development to improve the management of district level responsibilities | Achieve an equitable distribution of urban and rural development projects | Date of draft Human Settlement Strategy | | | | 30-Jun-15 | | | | R1,200,000 | UDM | |
| | Ensuring compliance with SPLUMA and PDA | 7.1.1.2 | | | | Date of draft Strategic Environmental Assessment | | | | 30-Jun-15 | | | | | UDM | |
| | | 7.1.1.3 | | | | Date of draft review of SDF | | | | 30-Jun-15 | | | | | UDM | |
| | | 8.1.1.2 | Human Resource Development | To provide effective human resource development to the community | Alleviate illiteracy through the District Education Programme | Date of Matric Achievers Awards | | | | 31-Jan-15 | 31-Jan-16 | 31-Jan-17 | | R112,826 | UDM | Community Services |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 8.1.2.1 | | | Improve unemployment through the District Skills Development Programme | Number of youths assisted with registration grants | | | 12 | 10 | 10 | 10 | | R100,000 | UDM | |
| | | 9.1.1.1 | Rural Development and Food Security | To provide rural development thus alleviation of hunger within the district | Establish Fresh Produce Market Entity | Date of establishment | | | 31-Dec-13 | | | | | R0 | UDM | Office of the Municipal Manager |
| | Protect the poor | 10.1.1.1 | Community Development and Social Services | To improve environmental health within the district | Develop Air Quality Management Plan | Percentage procurement of Air Quality Management equipment | | | Approval of policy by 30 Jun 2014 | 100% | | | | R1,800,000 | UDM | Planning and Economic Development |
| | | 10.1.1.2 | | | | Percentage implementation of recommendations as per Air Quality Management Plan | | | | | 50% | 100% | | R0 | UDM | |
| | | 10.2.1.1 | | To promote healthy lifestyles for the community | Implement programmes and events aimed at physical activity such as sports | Date of District Elimination Games | | 31-Oct-12 | 31-Oct-13 | 31-Oct-14 | 31-Oct-15 | 31-Oct-16 | | R450,000 | UDM | Community Services |
| | | 10.2.1.2 | | | | Date of participation in SALGA Games | | 31-Dec-12 | 31-Dec-13 | 31-Dec-14 | 31-Dec-15 | 31-Dec-16 | | R2,200,000 | UDM | |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 10.2.2.1 | | | Facilitate events for participation by all local municipalities | Number of codes assisted | | 12 | 12 | 13 | 13 | 13 | | R400,000 | UDM | |
| | Ensuring disaster management forums remain functional | 10.3.1.1 | | To minimize the effect of natural and other disasters on the community | Provide disaster management services to aid all the family of municipalities | Percentage of disasters responded to | | | | 100% | 100% | 100% | | R440,000 | UDM | |
| | Protect the poor | 10.4.1.1 | | To reduce incidence of HIV/AIDS infections | Implement awareness programmes | Number of HIV/AIDS Awareness campaigns | | 2 | 3 | 3 | 3 | 3 | | R650,000 | UDM | |
| | | 10.5.1.1 | | To improve the quality of life for marginalised groups | Facilitate special programmes focusing on groups that were previously disadvantaged | Number of marginalised groups programmes (Women, Children, Disabled, Youth, Senior Citizens) | | 5 | 5 | 5 | 5 | 5 | | R1,000,000 | UDM | |
| | | 10.6.1.1 | | To ensure participation in Operation Sukume Sakhe | Render assistance where needs in community have been established | Percentage of identified needs assisted within budget | | | | 100% | 100% | 100% | | R400,000 | UDM | |
| | Ensuring continued support of climate change effects | 11.1.1.1 | Environmental and Resource Management | To efficiently manage scarce resources within the district | Protect precious resources within its municipal area through the Coastal Management Plan and Integrated Environmental Plan | Number of programmes supported | | | | 2 | | | | R100,000 | UDM | Planning and Economic Development |

# SECTION F: FINANCIAL PLAN

## F1.0 MUNICIPAL FINANCIAL PLANNING

### ALIGNMENT OF BUDGET & IDP

A new municipal Integrated Development Plan (IDP) has been prepared as required by the Municipal Systems Act and the MFMA, to coincide with the term of the newly elected council. The complete process of IDP preparation was followed, and the content of the previous IDP was taken into account.

The budget process is integrated with the review of the IDP through the IDP review mechanism. The outcome of consultation feeding into the IDP review is taken into account in the budget process.

The budget was prepared using the following IDP inputs:

- Situational Analysis
- The outputs of the consultations with the various stake holders.
- Priority Development Issues
- Strategic approach

The information from the above processes was included in the budget according to the IDP prioritization model.

### MODELS USED FOR PRORITISING RESOURCE ALLOCATION

During March 2009, the district's Management Committee completed an exercise to assist with the technical prioritization of projects, based on council's review of the Municipality's priorities in February 2006.

The main criteria applied related to the:

Status of the proposed project;

- The public benefit associated with the project;
- Income benefit to Council;
- The impact on the operating budget and
- Planning and approval status.

Each of the criteria is evaluated in terms of a number of considerations to which a weighted value is allocated. The criteria are discussed briefly hereunder:

- The status of the project relates mainly to whether it is a critical or compulsory, i.e. very important to alleviate a health or safety hazard or a legislative requirement. Other considerations relate to the whether the project is essential to fulfil Council's obligations, whether the project is a catalyst to unlock potential or desirable in order to create a positive image.

- When evaluating the public benefit of a project, the most important consideration is the provision in basic needs of a community. Other considerations relate to improving existing basic facilities to a higher standard and the creation of an enabling environment, i.e. a project serves as a catalyst and provides critical linkages.
- Projects are also evaluated in terms of the potential income benefit to Council and financial sustainability. In this regard, a differentiation is made whether a project is income generating, received grant funding in full (covers its own expenses) or partly funded or is a shared service funded from contributions. Another consideration is whether a project could leverage or attract outside investment.
- The impact of a project on the operating budget is another important criteria. Hereunder the most important considerations are a potential reduction on the operating budget. Caution is also taken with regard to projects that could become a liability due to a significant increase in the operating budget.
- The final criteria relates to the planning and approval status of a project. The main consideration here relates to the approval status of the project in the forms of a sector plan or business plan. The argument being that those projects with approved status can be commenced with sooner.

A technical prioritization model is used that focuses on the municipal core functions, the millennium targets as well as backlog eradication.

The results of the prioritisation were as follows:

**Table 90: Prioritisation Results**

| | PROGRAMME | PRIORITY TOTAL: |
|---|---|---|
| 1 | Regional Solid Waste | 11.5 |
| 1 | Municipal Public Works | 11.5 |
| 2 | Potable Water, Waste Water & Sanitation | 11.0 |
| 2 | Integrated Development Planning | 11.0 |
| 3 | Municipal Health | 10.6 |
| 4 | Energy | 10.5 |
| 4 | Drought relief | 10.5 |
| 4 | Regional Cemeteries and Crematoria | 10.5 |
| 4 | Fire Fighting (Shared services) | 10.5 |
| 5 | Disaster Management | 10.3 |
| 6 | Municipal Roads & Public Transport Services | 10.0 |
| 6 | Water Service Authority & Planning | 10.0 |
| 6 | Financial Control | 10.0 |
| 7 | HIV/AIDS | 9.6 |
| 8 | Local Economic Development | 9.0 |
| 9 | Poverty Alleviation | 8.3 |
| 9 | Planning Implementation Management Support (PIMS) | 8.3 |
| 10 | Performance Management Programme | 8.0 |
| 11 | Safety and Security | 7.8 |
| 12 | Local Tourism Development | 7.5 |
| 13 | Municipal Airports | 7.2 |
| 14 | Agricultural Development | 6.5 |
| 15 | Community, Service, Facilities and Actions | 5.9 |
| 16 | Environmental Management | 5.5 |
| 17 | Business & Industrial Development | 4.5 |
| 17 | Management Services | 4.5 |
| 17 | Administrative Services | 4.5 |
| 18 | Housing | 4.2 |
| 19 | Marginalised Groups | 3.9 |
| 20 | Education, Training & Capacity Building | 3.6 |
| 21 | Public Relations & Communications | 3.5 |
| 22 | Telecommunication and Technology | 3.2 |
| 22 | Land Reform | 3.2 |

### LEGISLATIVE REQUIREMENTS

The Municipal Finance Management Act, 2003 (Act No.56 of 2003) became effective on 1 July 2004. Elements of the act have been phased in according to capacity of each municipality – high, medium and low. As a high capacity municipality, uThungulu was required to comply with the earliest implementation dates, the majority of which are now effective.

Some of the key budget reforms encapsulated within the MFMA, that uThungulu has applied, are:

- Forward looking, multi-year budgets with strategic focus;
- Clear links between budget allocations and agreed policies;
- Improved integration of budget and planning processes;

- New budget process timetable with earlier adoption of budgets by Council and earlier audits of Annual Financial Statements;
- Improved in-year reporting according to vote/ function;
- Improved financial management information;
- Service Delivery and Budget Implementation Plans (SDBIP) developed and approved with budgets;
- New accounting norms and standards;
- Improvements to procurement and Supply Chain Management (SCM) policies and processes;
- Establishment of a new audit committee and oversight process reforms; and
- Focus on performance measurement.

In accordance with Municipal Finance Management Act (MFMA), No.56 of 2003 section 16 (2) the Mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

In accordance with MFMA Circular No. 41 which states that "Municipalities are expected to table credible and sustainable budgets. The multi-year budgets should be outputs/outcomes focused and consistent with the form required in terms of the MFMA and supported by the budget and revenue related policies. In this regard, we emphasize the need to ensure that revenue projections are realistic and achievable, allocations from other sources are consistent with the Division of Revenue Act (DORA), provincial and district budgets, tariffs and rates are raised taking into account affordability levels of the community, the backlogs in infrastructure are being addressed, whilst maintaining a balance between new and rehabilitation of assets, sufficient provision is made for maintenance of existing assets, provision for working capital, administrative overheads are minimized and overdrafts are managed downwards over the next financial year."

As a result of the above recommendation and in compliance with the MFMA and Municipal Systems Act the budget/IDP process occurred according to the budget timetable approved by Council and was monitored by the Budget/IDP Project team. The team further ensured compliance with the MFMA and subsequent circulars in the preparation and approval of the multi-year budget/IDP and SDBIP.

According to the budget/IDP timetable, initial alignment meetings have already occurred with major stakeholders, such as provincial and national government departments, and meetings with suppliers, EXCO, MANCO and Council, and road shows to the communities in October 2009.The other important pieces of legislation when considering the budget processes are:

- he Division of Revenue Act2012; and
- The Municipal Systems Act (Act No.32 of 2000), together with the Municipal Systems Amendment Act (Act No. 44 of 2003).

- **DIVISION OF REVENUE ACT 2012**

  This Bill issued in February annually, provides the three year allocations from national government to local government. It sets out all the reporting requirements and conditions relating to the grants. Alongside this Provincial Departments allocate funding to local government by means of a provincial gazette.

  These allocations are used when preparing the three year budget in order to comply with section 18 of the MFMA (relating to reasonably anticipated revenues to be collected). Additional allocations – both nationally and provincially – are sometimes made to municipalities. However, these are not included in the original budget as the allocations are not certain. When confirmed they will be included in an adjustments budget in accordance with section 28 of the MFMA.

- **THE MUNICIPAL SYSTEMS ACT (ACT NO.32 OF 2000) AND THE MUNICIPAL SYSTEMS AMENDMENT ACT (ACT NO. 44 OF 2003)**

  These Acts form the basis of the links between the budget and the Integrated Development Plan (IDP). In particular, the aspects that have been considered in preparing the budget are:

  - Community participation (Chapters 4 & 5);
  - Performance management (Chapter 6), providing also the basis for measurable performance objectives in the Service Delivery and Budget Implementation Plan (SDBIP); and
  - Tariff policy (Chapter 8).

## F2.0 MAYOR'S REPORT ON THE BUDGET FOR 2015/2016

**To be updated in final IDP**

We are in the 20th year of our democracy, and are proud to have taken great strides in uThungulu District to reduce our service delivery backlogs and bring a better quality of life to our people.

There is still much work to be done, and in keeping with the KZN province's theme for 2014, we are moving forward with speed, ensuring a better quality of life for all.

The budget we are presenting today is aimed at this goal. We have initiated huge projects that are moving forward with great speed, such as the establishment of the District Fresh Produce Market, the roll-out of biogas in rural areas and off course, our core focus – the implementation of bulk water schemes to our rural communities.

The R924 million budget we are presenting today is well-balanced to promote the five national priorities, which are:

1. creating decent work and sustainable livelihoods;
2. education;
3. health;

4. rural development and agrarian reform; and
5. the fight against crime and corruption.

In this regard we have budgeted in line with our mandate as a district, however we have ensured that provision has been made for a holistic and well-balanced programme to take this district forward.

The 2014/2015-2016/2017 Consolidated Budget for uThungulu District Municipality was compiled in compliance with the regulations of the MFMA and all applicable legislation and circulars from National Treasury.

The MFMA circulars 70 and 72 were issued in December 2013 and March 2014 respectively, to provide further guidance to municipalities and municipal entities for the preparation of their 2014/15 Budgets and Medium Term Revenue and Expenditure Framework (MTREF).

The Municipal Finance Management Act, 2003, (MFMA) Section 24 (1), requires the Mayor of the municipality to table the annual budget at a Council meeting for consideration and approval at least 30 days before the start of the budget year.

The budget is combined with the budget of uThungulu Fresh Produce Market entity, therefore the Consolidated Budget for the 2014/2015-2016/2017 multi year period is presented to you today.

## KEY FOCUS AREAS FOR THE 2014/2015 BUDGET PROCESS:

The circular 72 (page 38 of Annexure) highlights the main focus areas of the medium term budget and amongst other things is the improvement of the provision of housing and social infrastructure, and the strengthening of the planning frameworks across all spheres of government.

The circular further states that budget policy framework for the next three years is designed to manage risk in a constrained fiscal environment, while building a foundation for economic growth which is supported by the implementation of the National Development Plan (NDP).

Municipalities are advised to revise their spending plans and reprioritise funds to ensure key objectives are achieved and well-performing programmes are supported.
Expenditure plans need to reflect both the medium-term investment plans and long-term goals identified in the NDP.

Over the next three years, we have to adapt in line with all spheres of government and learn to do more with less. The efficiencies that are achieved will protect municipal finances and enable this district to accelerate development when economic conditions in the country improve.

Local government must ensure that efficiency gains, eradication of non-priority spending (cost containment measures) and the reprioritisation of expenditure relating to core infrastructure continue to inform the planning framework of all municipalities.

Consequently, municipal revenues and cash flows are expected to remain under pressure in 2014/15 and municipalities must adopt a conservative approach when projecting their expected revenues and cash receipts.
We are pleased to report that uThungulu has heeded this call and has adopted a conservative approach to revenue projection.

With regard to tariff increases, municipalities need to ensure an appropriate balance between the interests of poor households, other customers and ensuring the financial sustainability of the municipality.

Municipalities must justify and substantiate in their budget documentation all increases in excess of the 6.0 per cent upper boundary of the South African Reserve Bank's inflation target.

### COST CONTAINMENT MEASURES

In MFMA Circular 70 and 72, municipalities were strongly advised to take note of the Cabinet resolution of 23 October 2013 by which all national and provincial departments and all public entities are required to implement cost containment measures with effect from January 2014.

The cost containment measures must be implemented to eliminate waste, reprioritise spending and ensure savings on six focus areas namely, consultancy fees, no credit cards, travel and related costs, advertising, catering and event costs as well as costs for accommodation.

Municipalities were subsequently strongly urged to take note of the cost containment measures as approved by Cabinet and align their budgeting policies to these guidelines to the maximum extent possible.

As required by section 23 of the MFMA with regards to public participation, roadshows were held in various local municipalities in the district during April 2014 and the views of the communities were noted and have been addressed in the final 2014/2015 multi year budget to a greater extent, within the available means. The budget roadshows were held as follows;

- Ntambanana Municipality – 02 April 2014
- uMhlathuze Municipality – 06 April 2014
- Nkandla Municipality – 08 April 2014
- uMlalazi Municipality – 15 April 2014
- Mthonjaneni Municipality – 16 April 2014
- Amakhosi Roadshow – 17 April 2014
- uMfolozi Municipality – 22 April 2014

### GRANT ALLOCATIONS

As you are well aware, the district is heavily reliant on grant revenue to carry out its mandate in terms of the Powers and Functions allocated to district municipalities.

Major grants received from National Treasury, per the gazette Division of Revenue Bill, 2014 are as follows: (page 601 of agenda)

- Equitable Share: R185m
- Levy Replacement Grant: R197m
- Municipal Systems Improvement Grant: R934 000
- Municipal Infrastructure Grant: R172m
- Municipal Water Infrastructure Grant: R37m
- Local Finance Management Grant: R1,25m
- Rural Transport Services & Infrastructure: R2,3m
- EPWP Grant: R5,3m
- Regional Bulk Infrastructure Grant: R180m

Provincial grants that have been allocated to uThungulu District Municipality for the 2014/15 MTREF are: (page 602 of agenda)

- Development Planning Shared Services: R1m
- Corridor Development (KwaBulawayo Tourism Development): R9.7m

The total revenue budget for the District for 2014/15 financial year is R924m, whereas the total expenditure is expected to be R955m. (page 603 of agenda).

The amount of R31m relates to a depreciation provision which is currently not cash backed, however it must be noted that the total depreciation for the ensuing financial year is estimated at R48m and R17.1m (36%) of this is cash backed.

Total operational expenditure, trading and non–trading services including operational IDP projects amounts to R586m for 2014/15, increasing to R618m in 2015/16 and R666m in 2016/17 financial years.

The total capital budget for the 2014/15 financial year is R369m, increasing to R622m in the 2015/16 financial year and decreasing to R384m in 2016/17.

**THE FOLLOWING ARE THE SALIENT ISSUES TO BE NOTED IN THIS BUDGET:**

- An allocation of R2.7m for the Biogas Project, this is in fact an part of the 2013/14 allocation that was deferred by the department to the 2014/15 financial year.
- An additional R9.7m has been allocated for the KwaBulawayo Tourism Development in uThungulu District.
- An amount of R4.5m from MISA has been included in the budget for municipal capacity deployment.
- The Regional Bulk Infrastructure Grant allocations has been increased R180m in 2014/15 and will double to R360m in the 2015/16 financial year.
- The allocation for the EPWP Incentive grant is a single year allocation and has been Gazetted at R5.3m.
- A net increase of R1.4m in the Trading Services revenue as per the revised projections as approved by the Budget Steering Committee on the 11 December 2013.

It is anticipated that R17m will be realized from the VAT refunds in respect of MIG, MWIG and RBIG expenditure for the 2013/14 financial year. These funds have been allocated to 2014/15 financial year to fund the Depreciation provision which will be utilized to fund capital expenditure in future years.

The operational expenditure budget has increased slightly from what was depicted in the draft budget.

### OTHER EXPENDITURE MATTERS ARE:

Operational Budget including employee costs is R441m, an increase of R14m from the 2014/15 indicative budget approved in the 2013/14 MTREF. (page 9 of Annexure).

The increase in the proposed operational budget is R9.7m, while the salary budget has increased by R5m from the 2014/15 MTREF when compared to the 2013/14 projections.

### OTHER HIGHLIGHTS ON THE EMPLOYEE RELATED COSTS ARE AS FOLLOWS;

- There has been a moderate increase of 1% in the salary budget when compared with the indicative budget during the 2013/14 MTREF.

- There is a total of 14 new positions that have been requested by departments through the Human Resources section, amounting to R6.2m. The full listing is on page 31 of the annexure to your agenda.

- During the 2013/14 budget process, in an effort to keep the employee cost percentage to the operational budget below 30%, some positions that were on the verge of being filled were deferred. These positions have been included in the 2014/15 budget and are also annexed to the agenda.

- Despite the proposed increase in staffing numbers, there has been a general decrease in the employee related costs budget; this is attributable to the fact that the overtime budget has been aligned to the overtime policy, where provision is made only to those employees earning below the threshold and those that are deemed as emergency or essential services employees.

- As provided in the 3 year collective agreement between SALGA, the employer body and the unions, the salary increase for the 2014/15 financial year equates to a 6.79% expected increase in 2014/15 salary costs. The same percentage increase has been applied to Councillors allowances as well as the section 56/57 managers.

- With the current scenario, the threshold increase slightly from 28.43% in the draft budget to 28.65% for the 2014/15 financial year, further increasing slightly to 28.69% in the two outer years of the MTREF.

The final multiyear budget for 2014/2015 for uThungulu District Municipality (parent municipality) is summarized as follows;

**Table 91: Summary Multi Year Budget**

| | 2014/15 | 2015/16 | 2016/17 |
|---|---|---|---|
| **Total Revenue** | R924 m | R1.2 b | R1 b |
| **Operational Expenditure (Incl. Projects)** | R586 m | R618 m | R666 m |
| **Capital Projects** | R369 m | R622 m | R384 m |

### uThungulu Fresh Produce Market

With regard to the compilation of the entity's budget the following must be noted:

- The entity's budget was based on documents compiled with assistance from the entity's Transaction Advisor and provided to UDM.
- Grant funding from provincial departments were confirmed and the Memorandums of Agreement are currently being finalized.
- uThungulu's budget reflects the R15m grant as an asset; this has been eliminated on the consolidated budget.

Honourable Councillors, the time has come for us to press the accelerator and give impetus to the projects we have spent the past three years establishing and initiating.

The foundation has been laid, the seeds have been planted and now is the time for the harvest, the time for action.

This month we will host the State of the District Address, where we will outline the plans for this district for the next financial year.

This is part of our promise to remain transparent and accessible to our communities.

We have put together a budget that is all-inclusive, balanced, well-considered and prudent.

There will certainly be no waste, and every manager, staff member and councilor will work towards our goal of universal water and sanitation.

We owe it to our people to move forward with speed, efficiency and integrity.

Our President has called for greater efficiency so we need to heed the call and keep uThungulu District shining bright as a beacon of service delivery**.**

## F3.0 BUDGET SUMMARY

The following table summarises the overall 2013/14 to 2014/15 multi-year budget:

**Table 92: Summary 2012/13 to 2014/15 Multi-Year Budget**

| | 2014/2015 BUDGET | 2015/2016 BUDGET | 2016/2017 BUDGET | TOTAL FOR MTREF |
|---|---|---|---|---|
| **Revenue by Source** | | | | |
| - Grants & subsidies | 417,201,000 | 661,476,000 | 426,717,000 | 1,505,394,000 |
| - Equitable Share | 185,008,000 | 197,511,000 | 212,470,000 | 594,989,000 |
| - Levy Replacement Grant | 197,121,000 | 211,775,000 | 229,691,000 | 638,587,000 |
| **Total Government Grant & Subsidies** | **799,330,000** | **1,070,762,000** | **868,878,000** | **2,738,970,000** |
| **Public Contributions** | | | | |
| - Richards Bay Minerals | | | | |
| - Foskor | | | | |
| - Bell Equipment | | | | |
| **Total Public Contributions** | - | - | - | - |
| - Sundry Income | 9,126,642 | 10,312,998 | 11,694,159 | 31,133,800 |
| - Interest Income | 28,915,431 | 30,650,356 | 32,489,377 | 92,055,164 |
| **Total Other Income** | **38,042,073** | **40,963,354** | **44,183,537** | **123,188,964** |
| Trading Services | 56,956,850 | 64,296,523 | 72,698,961 | 193,952,335 |
| Depreciation funding - Reserve | | - | | - |
| Prior Year Grant Funding | | 1,103,645 | | 1,103,645 |
| Surplus Brought Forward (2013/2014) | 29,791,490 | 27,041,760 | 14,302,589 | 71,135,839 |
| **Total Revenue** | **924,120,413** | **1,204,167,282** | **1,000,063,087** | **3,128,350,783** |
| **Expenditure** | | | | |
| Non-trading services | 154,145,919 | 163,223,431 | 174,165,230 | 491,534,579 |
| Trading Services | 287,108,319 | 333,593,905 | 377,081,054 | 997,783,278 |
| Operational IDP | 145,041,076 | 120,779,817 | 114,369,803 | 380,190,696 |
| Capital IDP & Internal Fixed Assets | 368,696,446 | 622,452,366 | 384,447,000 | 1,375,595,812 |
| **Total Expenditure** | **954,991,759** | **1,240,049,519** | **1,050,063,087** | **3,245,104,365** |
| LESS : DEPRECIATION | 48,000,000 | 52,000,000 | 55,000,000 | 155,000,000 |
| **TOTAL EXPENDITURE EXCL.** | **906,991,759** | **1,188,049,519** | **995,063,087** | **3,090,104,365** |

# F4.0 2014/2015 BUDGET

## F4.1 CAPITAL BUDGET

The cash flow of the capital budget has also been estimated by each department and will act as one of the benchmarks for assessing performance on projects. Currently capital projects are funded from operating revenue and from the government. The grant-funded projects in the form of MIG are also reported to the Department of Co-operative Governance and Traditional Affairs (COGTA) and performance is measured against the cash flows set per project and approved by the department.

**Table 93: Capital Budget**

| CAPITAL PROJECTS | FUNDING SOURCE | 2014/2015 | 2015/2016 | 2016/2017 |
|---|---|---|---|---|
| Insurance Claims (Capital) | Surplus | 200,000 | 200,000 | 200,000 |
| **Budget & Insurance Total** | | **200,000** | **200,000** | **200,000** |
| Sit on Lawnmower | Surplus | 80,000 | - | 240,000 |
| Mandawe Cemetery | Surplus | 500,000 | - | 1,000,000 |
| Regional Cemetery Phase 2 | Surplus | 5,000,000 | - | - |
| **Cemetery Total** | | **5,580,000** | **-** | **1,240,000** |
| Internal Movable Assets | Surplus | 100,000 | - | **-** |
| Establishment of Air Quality Monitoring Network | Surplus | 1,800,000 | 1,500,000 | **-** |
| **Community Services Total** | | **1,900,000** | **1,500,000** | **-** |
| Disaster Management Center | Surplus | 200,000 | - | - |
| Disaster Multi Purpose truck | Surplus | 1,000,000 | 1,000,000 | - |
| **Disaster Management Total** | | **1,200,000** | **1,000,000** | **-** |
| Implementation of SCOA | Surplus | 700,000 | 1,000,000 | **500,000** |
| **Finance Executive Total** | | **700,000** | **1,000,000** | **500,000** |
| DRP System | Surplus | 50,000 | 50,000 | 50,000 |
| Document Management System | Surplus | 100,000 | 50,000 | 50,000 |
| New PABX System | Surplus | 150,000 | 50,000 | 50,000 |
| Collaboration System Software | Surplus | 250,000 | 50,000 | 50,000 |
| Network refresh | Surplus | 300,000 | 100,000 | 100,000 |
| ERM System (SAP) | Surplus | 300,000 | 1,000,000 | 500,000 |
| **IT Section Total** | | **1,150,000** | **1,300,000** | **800,000** |
| Internal Movable Assets | Surplus | 50,000 | - | - |
| **Management Services HR** | | **50,000** | **-** | **-** |
| Internal Movable Assets | Surplus | 50,000 | - | - |
| **MM's Department Total** | | **50,000** | **-** | **-** |
| Kwahlokohloko SSA 1 | MIG | - | 15,629,000 | 15,000,000 |
| Eshowe SSA1 | MWIG | - | 80,718,000 | - |
| Tshotswana Water | MWIG | - | 1,300,000 | - |
| uMkhalazi Water | MWIG | - | 1,300,000 | - |
| Mdlelanga Water | MWIG | - | 1,300,000 | - |
| Mpaphala Water | MWIG | - | 1,300,000 | - |
| Eyetheni Water | MWIG | - | 1,300,000 | - |
| Kwa Sabe 2 | MWIG | - | 1,300,000 | - |

| | | | | |
|---|---|---|---|---|
| Dolwane | MWIG | - | 1,300,000 | - |
| Eshowe SSA 1 | MIG | 500,000 | 500,000 | 15,000,000 |
| Greater Mthonjaneni SSA 2 | MIG | 1,000,000 | 4,000,000 | 15,000,000 |
| Greater Mthonjaneni SSA 4 | MIG | 10,000,000 | 10,000,000 | - |
| Middledrift Phase 2 | MIG | 1,000,000 | - | - |
| Melmoth AC Pipe Replacement | MWIG | 3,400,000 | - | - |
| Nsezi Bulk | MWIG | - | 100,000 | 40,000,000 |
| Middledrift SSA3 | MIG | 2,000,000 | 4,000,000 | 15,000,000 |
| Tanker Reduction Strategy (MWIG) | MWIG | - | 3,700,000 | 5,000,000 |
| Vutshini Phase 1 | MIG | 5,000,000 | - | - |
| Gingindlovu Water Supply Intake Relocation | MWIG | 5,000,000 | 5,000,000 | |
| Nkandla WTW Upgrade | MWIG | 1,000,000 | - | - |
| WC/WDM Strategy Implementation | MWIG | 3,012,000 | 4,365,000 | 7,000,000 |
| Mbonambi Water Phase 2 | MIG | 9,890,000 | 5,000,000 | - |
| Greater Mthonjaneni SSA 5 | MIG | 10,000,000 | 19,375,087 | 18,888,000 |
| Mpungose Phase 1D-Reticulation | MIG | 10,000,000 | 5,000,000 | 15,000,000 |
| Nkandla Vutshini S/A SSA5 | MIG | 14,000,000 | 10,000,000 | 15,000,000 |
| Greater Mthonjaneni SSA 2 | RBIG | 15,000,000 | 70,000,000 | 10,000,000 |
| KwaHlokohloko S/A SSA5 | MIG | 20,000,000 | 11,000,000 | 10,000,000 |
| Mhlana Somopho Phase 3C | MIG | 10,095,446 | 10,000,000 | 15,000,000 |
| Eshowe SSA 1 | RBIG | 28,000,000 | 90,000,000 | 10,000,000 |
| Middledrift SSA5 | RBIG | 30,000,000 | 30,000,000 | 10,000,000 |
| Middledrift SSA 5 | MIG | 30,358,000 | 40,000,000 | 10,000,000 |
| KDS and Eshowe Water Supply | MWIG | 19,494,000 | 5,000,000 | 36,069,000 |
| Kwahlokohloko SSA 1 | RBIG | 105,000,000 | 30,000,000 | - |
| Mbonambi Water SSA 2 | MIG | - | - | 5,000,000 |
| Health & Safety Improvement Programme | Surplus | 3,000,000 | 815,279 | 750,000 |
| EPWP Incentive Grant | EPWP | 5,337,000 | - | - |
| Nsezi Bulk | RBIG | 2,000,000 | 40,000,000 | 28,000,000 |
| Greater Mthonjaneni SSA5 | RBIG | - | 19,000,000 | - |
| Greater Mthonjaneni WTW (Phase 2) | RBIG | - | 40,000,000 | 10,000,000 |
| Greater Mthonjaneni SSA6 | RBIG | - | 13,000,000 | 20,000,000 |
| Greater Mthonjaneni SSA8 | RBIG | - | 15,000,000 | 20,000,000 |
| Vutshini Phase 1 | RBIG | - | 10,000,000 | 10,000,000 |
| Eshowe SSA3 | RBIG | - | 3,000,000 | 20,000,000 |
| **Municipal Infrastructure Implementation Total** | | **344,086,446** | **603,302,366** | **375,707,000** |
| Internal Movable Assets | Surplus | 40,000 | - | - |
| **Planning & Development** | | **40,000** | **-** | **-** |
| Internal Movable Assets | Surplus | 50,000 | - | - |
| **Waste Management Total** | | **50,000** | **-** | **-** |
| Mtunzini Sewer Plant | Surplus | - | 2,000,000 | - |
| Mtunzini Waste Water Treatment Works | Surplus | 4,000,000 | - | - |
| Gingindlovu Waste Water Treatment Works | Surplus | - | 4,000,000 | - |
| Gingindlovu Waste Water Treatment Works | MIG | 1,000,000 | - | - |
| **Waste Water Total** | | **5,000,000** | **6,000,000** | **-** |
| Survival Water Programme (Boreholes) | Surplus | 3,820,000 | 3,000,000 | 3,000,000 |
| Prepaid Smart Meter Installation | MWIG | 1,000,000 | 1,500,000 | 3,000,000 |

| | | | | |
|---|---|---|---|---|
| **Water Services Authority Total** | | **4,820,000** | **4,500,000** | **6,000,000** |
| Indigent Water Meter Installation | Surplus | 220,000 | - | - |
| Existing Projects Extensions | Surplus | 1,650,000 | 1,650,000 | - |
| Water metre installation | Surplus | 2,000,000 | 2,000,000 | - |
| **Water Services Provider Total** | | **3,870,000** | **3,650,000** | **-** |
| **Grand Total** | | **368,696,446** | **622,452,366** | **384,447,000** |

| | | | | |
|---|---|---|---|---|
| **Reconciles to Budget Summary** | | | | |
| SURPLUS | | 25,610,000 | 18,465,279 | 6,490,000 |
| GRANTS | | 343,086,446 | 603,987,087 | 377,957,000 |
| LOANS | | - | - | - |
| **Total** | | **368,696,446** | **622,452,366** | **384,447,000** |

## F4.2 OPERATIONAL BUDGET

The operational budget of the municipality has been aligned with that of the National Treasury format or structure of votes and complements the operational structure within the municipality. Each senior manager will have the responsibility to monitor performance, spending and revenue patterns against those estimated by them at the start of the year.

**Table 94: Operational Budget**

| OPERATIONAL PROJECTS | FUNDING | 2014/15 | 2015/16 | 2016/17 |
|---|---|---|---|---|
| Energy Master Plan Review | Surplus | - | 500,000 | |
| Rural Transport Services & Infrastructure | RAMS | 2,305,000 | 2,365,000 | 2,447,000 |
| Auxillary Infrastructure Total | | 2,305,000 | 2,865,000 | 2,447,000 |
| Community Participation Programme | Surplus | 100,000 | 100,000 | 100,000 |
| Implementation of S81 - Amakhosi | Surplus | 150,000 | 150,000 | 150,000 |
| Board & General Total | | 250,000 | 250,000 | 250,000 |
| Insurance Claims (Operational) | Surplus | 100,000 | 100,000 | 100,000 |
| Budget & Insurance Total | | 100,000 | 100,000 | 100,000 |
| Develop/Implement Air Quality Management Plan | Surplus | - | 250,000 | - |
| Intergrated District Education Programme | Surplus | 112,826 | 116,282 | 119,861 |
| Intergrated District Skills Development Programme | Surplus | 100,000 | 100,000 | 100,000 |
| Crime Prevention Programmes | Surplus | 150,000 | 150,000 | 150,000 |
| Gender Equality Programme | Surplus | 200,000 | 100,000 | 100,000 |
| Children's Rights Programmes | Surplus | 200,000 | 200,000 | 200,000 |
| Senior Citizens' Programme | Surplus | 200,000 | 200,000 | 200,000 |
| Disability Programme | Surplus | 200,000 | 200,000 | 200,000 |
| Culture, Arts and Heritage | Surplus | 250,000 | 250,000 | 250,000 |
| Youth Programmes | Surplus | 400,000 | 250,000 | 300,000 |
| Operation Sukuma Sakhe | Surplus | 400,000 | 400,000 | 400,000 |
| Sport Development | Surplus | 400,000 | 400,000 | 400,000 |
| District Elimination Games | Surplus | 450,000 | 450,000 | 450,000 |
| District HIVAIDS Programme | Surplus | 650,000 | 650,000 | 650,000 |
| SALGA KZN Games | Surplus | 2,200,000 | 2,200,000 | 2,200,000 |

| | | | | |
|---|---|---|---|---|
| Community Service Total | | 5,912,826 | 5,916,282 | 5,719,861 |
| Debtor Database Cleansing & Reporting | Surplus | 170,000 | - | |
| Water Meter Audit | Surplus | 170,000 | 170,000 | 200,000 |
| Clean Audit 2014 - Credit Control | Surplus | 843,400 | - | - |
| Non Revenue water reduction implementation | Surplus | 1,264,683 | 1,500,000 | 750,000 |
| Consumer Billing Total | | 2,448,083 | 1,670,000 | 950,000 |
| Disaster Management Plan Review | Surplus | - | 100,000 | 100,000 |
| District Advisory Forum | Surplus | 15,000 | 15,000 | 15,000 |
| International Day for Disaster Risk reduction | Surplus | 60,000 | 70,000 | 80,000 |
| Disaster Risk Reduction Programme | Surplus | 75,000 | 100,000 | 100,000 |
| Establishment of Disaster Management Volunteers Programme | Surplus | 80,000 | 100,000 | 100,000 |
| Disaster Stock Items | Surplus | 210,000 | 210,000 | 250,000 |
| Disaster Management Total | | 440,000 | 595,000 | 645,000 |
| Asset Care Centre | MSIG | 326,900 | 338,450 | 400,000 |
| Expenditure Total | | 326,900 | 338,450 | 400,000 |
| Finance Workstudy | MSIG | 46,700 | 48,350 | 60,000 |
| Risk Management Strategy - King III | Surplus | 100,000 | 100,000 | 150,000 |
| Enterpise Risk Management | Surplus | 220,000 | 220,000 | 220,000 |
| uThungulu Financing Partnership | Surplus | 8,359,450 | 9,529,774 | 10,863,942 |
| Finance Executive Total | | 8,726,150 | 9,898,124 | 11,293,942 |
| IT Security Management | Surplus | 633,000 | 667,815 | - |
| BCP | Surplus | 500,000 | 1,000,000 | 500,000 |
| IT Section Total | | 1,133,000 | 1,667,815 | 500,000 |
| Actuarial Valuations | Surplus | 50,000 | 55,000 | 59,000 |
| Clean Audit 2014 & beyond - AFS & Consolidations | MSIG | 123,600 | 136,800 | 173,000 |
| Credit Rating | Surplus | 100,000 | 100,000 | 110,000 |
| Insurance Claims (Operational) | Surplus | 100,000 | 100,000 | |
| Clean Audit 2014 & beyond - AFS & Consolidations | MSIG | 156,600 | 153,300 | 180,000 |
| Clean Audit 2014 - MFMA Committees | MSIG | 186,800 | 193,400 | 200,000 |
| Management Accounts Total | | 717,000 | 738,500 | 722,000 |
| Implementation of Occupational Health & Safety Act | Surplus | 100,000 | 100,000 | 100,000 |
| Employee Assistance Programme | Surplus | 200,000 | 400,000 | 400,000 |
| TASK Job Evaluation Implementation (Est. of payscales) | Surplus | 2,760,749 | 600,000 | 500,000 |
| Organisational Workstudy | Surplus | 500,132 | | - |
| Management Services HR Total | | 3,560,881 | 1,100,000 | 1,000,000 |
| IGFR Policy Development | KZN -COGTA | 46,700 | 48,350 | - |
| Batho Pele Princiles | KZN -COGTA | 46,700 | 48,350 | - |
| uThungulu Web-site Development | Surplus | - | 100,000 | 100,000 |
| Fraud & Corruption Prevention | Surplus | 100,000 | 100,000 | 100,000 |
| Events | Surplus | 180,000 | 200,000 | 200,000 |
| Marketing | Surplus | 250,000 | 200,000 | 200,000 |
| IDP Roadshows | Surplus | 1,200,000 | 1,200,000 | 1,100,000 |
| MM's Department Total | | 1,823,400 | 1,896,700 | 1,700,000 |
| Renewable Energy - Biogas | KZN - COGTA | 2,308,165 | - | |
| Municipal Infrastructure Implementation Total | | 2,308,165 | - | - |
| Annual Development Summits | Surplus | 650,000 | 450,000 | 650,000 |

| | | | | |
|---|---|---|---|---|
| Craft Marketing | Surplus | 50,000 | 50,000 | 50,000 |
| Cruise Ship Tourism | Surplus | 50,000 | 50,000 | 50,000 |
| Film Office | Surplus | 150,000 | 150,000 | 150,000 |
| Tourism Shows | Surplus | 170,000 | 170,000 | 170,000 |
| Tourism Project Plan & Implementation | Surplus | 450,000 | 300,000 | 300,000 |
| Tourism Community Media Marketing | Surplus | 160,000 | 150,000 | 150,000 |
| LED Support and Implementation | Surplus | 70,000 | 70,000 | 70,000 |
| SMME Support and Development | Surplus | 250,000 | 250,000 | 250,000 |
| Agriculture Support and Implementation | Surplus | 100,000 | 100,000 | 100,000 |
| GIS Training | Surplus | 40,000 | 40,000 | 40,000 |
| Annual IDP Review | Surplus | 250,000 | 250,000 | 250,000 |
| Department Surveys/Implementation | Surplus | 150,000 | 150,000 | 150,000 |
| Implementation of Coastal management Programmes | Surplus | 100,000 | 100,000 | 100,000 |
| Sector Plans Development and Implementation | Surplus | 1,200,000 | 520,000 | 910,000 |
| KwaBulawayo Tourism Development | KZN - COGTA | 9,284,719 | 3,000,000 | 3,000,000 |
| Planning & Development Total | | 13,124,719 | 5,800,000 | 6,390,000 |
| MIG Projects Advertisements | MIG | 100,000 | 100,000 | 100,000 |
| PMU - MIG Total | | 100,000 | 100,000 | 100,000 |
| Intergrated Waste Management Plan | Surplus | 500,000 | - | |
| Ntambanana Solid Waste | Surplus | 7,181,000 | 7,473,000 | 7,897,000 |
| Waste Management Total | | 7,681,000 | 7,473,000 | 7,897,000 |
| 281-5 VIP Sanitation Project | MIG | - | - | 10,000,000 |
| 286-7 - VIP Sanitation Project | MIG | - | | 8,000,000 |
| 284-8 - VIP Sanitation Project | MIG | - | | 15,000,000 |
| National Sanitation Week | Surplus | 55,000 | 55,000 | 55,000 |
| 283-4 Sanitation Project | MIG | 1,000,000 | - | - |
| 284-6 - VIP Sanitation Project | MIG | 2,100,000 | - | - |
| 281-4 VIP Sanitation Project | MIG | 10,000,000 | 10,729,760 | |
| 286-6 - VIP Sanitation Project | MIG | 15,000,000 | 12,000,000 | - |
| 284-7 - VIP Sanitation Project | MIG | 15,000,000 | 16,520,000 | - |
| Waste Water Total | | 43,155,000 | 39,304,760 | 33,055,000 |
| GIS Operational Budget | Surplus | 50,000 | 50,000 | 50,000 |
| GIS Development & Training | Surplus | 50,000 | 50,000 | 50,000 |
| Water / Sanitation Awareness Campaigns | Surplus | 50,000 | 100,000 | 100,000 |
| National Arbor Week | Surplus | 50,000 | 100,000 | 100,000 |
| National Water Week | Surplus | 50,000 | 100,000 | 100,000 |
| Blue/Green Drop compliance | Surplus | 150,000 | 300,000 | 300,000 |
| Water Events | Surplus | 212,500 | 300,000 | 350,000 |
| Water loss management strategy Implementation | Surplus | 1,000,000 | 1,000,000 | 500,000 |
| DWAF Water Resource Compliance | Surplus | 900,000 | 1,000,000 | 1,000,000 |
| Annual Update of WSDP | Surplus | 2,500,000 | 2,500,000 | 2,500,000 |
| BPP & Risk Management Plan | Surplus | 1,500,000 | 2,000,000 | 2,000,000 |
| Water Quality Improvement Interventions | Surplus | 1,500,000 | 1,300,000 | 1,500,000 |
| Water Treatment Works & Waste Water TW Registration | Surplus | 2,500,000 | 2,000,000 | 2,000,000 |
| WC/WDM Strategy (WC/WDM), (MWIG) | MWIG | 4,506,000 | - | - |
| Raw Water Abstraction Fee | Surplus | 5,200,000 | 1,100,000 | 1,000,000 |

| | | | | |
|---|---|---|---|---|
| Asset Management Plan | Surplus | 1,500,000 | - | - |
| Water Services Section 78 Assessment | Surplus | 1,400,000 | - | - |
| Water Services Authority Total | | 23,118,500 | 11,900,000 | 11,550,000 |
| Melmoth Water Services Network Upgrade | Surplus | 150,000 | 150,000 | 150,000 |
| Mtunzini Water Services Network Upgrade | Surplus | 150,000 | 150,000 | 150,000 |
| Gingindlovu Water Services Network Upgrade | Surplus | 150,000 | 150,000 | 150,000 |
| Eshowe Water Services Network Upgrade | Surplus | 150,000 | 150,000 | 150,000 |
| Kwambo Water Services Network Upgrade | Surplus | 150,000 | 150,000 | 150,000 |
| Nkandla Water Services Network Upgrade | Surplus | 150,000 | 150,000 | 150,000 |
| DWAF Water Resource Compliance | Surplus | - | 200,000 | 200,000 |
| Blue/Green Drop compliance | Surplus | - | 300,000 | 300,000 |
| Water Services Operating Subsidy (Grant-in-kind) | WSOG | - | - | - |
| Water Treatment Works & Waste Water TW Registration | Surplus | - | 400,000 | 400,000 |
| Water Quality Improvement Interventions | Surplus | - | 350,000 | 350,000 |
| Water Services Operating & Transfer Subsidy | WSOG | - | 2,650,000 | 3,000,000 |
| Drought Relief | Surplus | 26,910,451 | 24,366,186 | 24,500,000 |
| Water Services Provider Total | | 27,810,451 | 29,166,186 | 29,650,000 |
| Grand Total | | 145,041,076 | 120,779,817 | 114,369,803 |

| | | | | |
|---|---|---|---|---|
| Reconciles to Budget Summary | | | | |
| SURPLUS | | 82,503,191 | 72,448,057 | 71,809,803 |
| GRANTS | | 62,537,884 | 48,331,760 | 42,560,000 |
| LOANS | | - | - | - |
| Total | | 145,041,076 | 120,779,817 | 114,369,803 |

## F4.3 MWIG PROJECTS

**Table 95: MWIG Projects**

| OPERATIONAL PROJECTS | FUNDING | 2014/15 | 2015/16 | 2016/17 |
|---|---|---|---|---|
| Eshowe SSA1 | MWIG | - | 80,718,000 | - |
| Tshotswana Water | MWIG | - | 1,300,000 | - |
| uMkhalazi Water | MWIG | - | 1,300,000 | - |
| Mdlelanga Water | MWIG | - | 1,300,000 | - |
| Mpaphala Water | MWIG | - | 1,300,000 | - |
| Eyetheni Water | MWIG | - | 1,300,000 | - |
| Kwa Sabe 2 | MWIG | - | 1,300,000 | - |
| Dolwane | MWIG | - | 1,300,000 | - |
| Melmoth AC Pipe Replacement | MWIG | 3,400,000 | - | - |
| Nsezi Bulk | MWIG | - | 100,000 | 40,000,000 |
| Tanker Reduction Strategy (MWIG) | MWIG | - | 3,700,000 | 5,000,000 |
| Gingindlovu Water Supply Intake Relocation | MWIG | 5,000,000 | 5,000,000 | |
| Nkandla WTW Upgrade | MWIG | 1,000,000 | - | - |
| WC/WDM Strategy Implementation | MWIG | 3,012,000 | 4,365,000 | 7,000,000 |
| KDS and Eshowe Water Supply | MWIG | 19,494,000 | 5,000,000 | 36,069,000 |
| Prepaid Smart Meter Installation | MWIG | 1,000,000 | 1,500,000 | 3,000,000 |
| WC/WDM Strategy (WC/WDM), (MWIG) | MWIG | 4,506,000 | | |
| **TOTAL** | | **37,412,000** | **109,483,000** | **91,069,000** |

## F4.4 DWA PROJECTS

**Table 96: DWA Allocation**

| PROJECT NAME | ESTIMATED PROJECT COST | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|---|---|---|---|---|---|
| Kwahlokohloko SSA 1 | R 263 150 511 | R 15 000 000 | R 68 500 000 | R 115 349 309 | |
| Eshowe SSA 1 | R 152 282 498 | R 0 | R 0 | R 138 959 925 | |
| Greater Mthonjaneni SSA 2 | R 196 896 425 | R 0 | R 25 000 000 | R 60 000 000 | |
| Greater Mthonjaneni SSA 4 | R 47 687 840 | R 12 000 000 | R 6 500 000 | R 0 | |
| Greater Mthonjaneni SSA 5 | R 90 736 717 | R 8 000 000 | R 30 000 000 | R 0 | |
| Middledrift SSA5 | R 208 304 337 | R 0 | R 50 000 000 | R 45 690 766 | |
| **TOTAL** | | **R 35 000 000** | **R 180 000 000** | **R 360 000 000** | **R 0** |

**Table 97: DWA KZN 2013 Priority DMsR6**

| PRJNR (MWIG PROJECT NUMBER) | PROJECT ORIGIN | LM | PROJECT NAME | PROJECT STATUS | TOTAL PROJECT COST |
|---|---|---|---|---|---|
| 2005MIGFDC280010 | MIG | uMhlathuze | Upper Nseleni Bulk Water and Reticulation Ph 1,2 &3 (AFA) MIS 149395, 189754 | Completed | 91 746 101 |
| 2005MIGFDC280021 | MIG | Mthonjaneni | Greater Mthonjaneni Bulk Water Supply Phase 1 VO:1 (AFA) MIS 174718 | Completed | 249 367 632 |
| 2005MIGFDC280027 | MIG | uMfolozi | Kwambonambi low cost housing water | Construction | 2 291 000 |
| 2005MIGFDC280030 | MIG | Nkandla | Middledrift: Bulk Water Supply Phase 2 (AFA) MIS 179100, 206844 | Construction | 132 409 907 |
| 2007MIGFDC28123467 | MIG | uMfolozi | Mbonambi CWSS Phase 2 (AFA) MIS 207229 | Construction | 156 725 350 |
| 2007MIGFDC28153233 | MIG | Nkandla | Vutshini Phase 2 Bulk Water Supply | Construction | 19 873 400 |
| 2010MIGFDC28195865 | MIG | Ntambanana | Mhlana Somopho 3C (Upper Nseleni Bulk and Reticulation) | Construction | 116 618 866 |
| 2010MIGFDC28196105 | MIG | UMlalazi | Mpungose 1D Reticulation - Kwahlokohloko SSA2 and SSA3 Water Supply | Construction | 35 219 891 |
| 2010MIGFDC28196689 | MIG | Nkandla | Middledrift SSA5 Bulk Water and Reticulation | Tender | 208 304 337 |
| 2010MIGFDC28197351 | MIG | UMlalazi | Goedetrouw Regional Water Scheme - Kwahlokohloko SSA5 | Construction | 157 844 574 |
| 2011MIGFDC28199310 | MIG | UMlalazi | Kwahlokohloko SSA1 Water | Construction | 263 150 511 |
| 2011MIGFDC28201239 | MIG | Nkandla | Middledrift SSA3 Water | Design | 40 805 280 |
| 2011MIGFDC28202386 | MIG | UMlalazi | Eshowe SSA1 Bulk Water | Design | 152 282 499 |
| 2011MIGFDC28202932 | MIG | Ntambanana | Greater Mthonjaneni SSA4 | Construction | 47 687 840 |
| 2011MIGFDC28202935 | MIG | Ntambanana | Greater Mthonjaneni SSA5 | Construction | 90 738 717 |
| 2012MIG | MIG | Ntambanana | Greater Mthonjeni SSA 2 | Planning | 196 898 425 |
| 2012MIGFDC28205283 | MIG | Nkandla | Nkandla Vutshini Regional Water Supply (SSA5) | Design | 189 341 223 |
| KNR016 | RBIG | Nkandla | Middledrift (Nkandla) RBS | Construction | 140 998 000 |
| ZKZNUTHUN01 | 23DM | UMlalazi | Gingindlovu Water Supply Intake Relocation | Conceptual | 5 000 000 |

| | | | | | |
|---|---|---|---|---|---|
| ZKZNUTHUN02 | 23DM | Nkandla | Hhwehlwe, Sogedle and Mpundumani Water Treatment works in Nkandla | Conceptual | 3 600 000 |
| ZKZNUTHUN03 | 23DM | All | Water Demand and Conservation management strategy | Conceptual | 2 525 000 |
| ZKZNUTHUN04 | 23DM | UMlalazi | KDS & Eshowe Interim Water Supply | Conceptual | 31 000 000 |
| ZKZNUTHUN05 | 23DM | All | Tanker Reduction Strategy | Conceptual | 3 500 000 |
| ZKZNUTHUN06 | 23DM | UMlalazi | Eshowe SSA 2 - SSA 7 | Conceptual | 170 000 000 |
| ZKZNUTHUN07 | 23DM | Ntambanana | Upper Nseleni SSA 4 - SSA 5 | Conceptual | 71 100 000 |
| ZKZNUTHUN08 | Other | Ntambanana | Upper Nseleni SSA 10 - SSA 15 | Conceptual | 72 700 000 |
| ZKZNUTHUN09 | Other | Mthonjaneni | Greater Mthonjaneni SSA 3 | Conceptual | 525 200 000 |
| ZKZNUTHUN10 | Other | Ntambanana | Greater Mthonjaneni SSA 6 - SSA 9 Bulk | Conceptual | 85 000 000 |
| ZKZNUTHUN11 | Other | Ntambanana | Greater Mthonjaneni SSA 6 - SSA 9 Reticulation | Conceptual | 85 000 000 |
| ZKZNUTHUN12 | Other | UMlalazi | KwaHlokohloko SSA 4 | Conceptual | 33 800 000 |
| ZKZNUTHUN13 | Other | UMlalazi | KwaHlokohloko SSA 6 | Conceptual | 26 400 000 |
| ZKZNUTHUN14 | Other | UMlalazi | KwaHlokohloko SSA 7 | Conceptual | 39 150 000 |
| ZKZNUTHUN15 | Other | UMlalazi | Middle-drift SSA 1 | Conceptual | 77 800 000 |
| ZKZNUTHUN16 | Other | Nkandla | Middle-drift SSA 2 | Conceptual | 96 800 000 |
| ZKZNUTHUN17 | Other | UMlalazi | Middle-drift SSA 4 | Conceptual | 38 800 000 |
| ZKZNUTHUN18 | Other | UMlalazi | Middle-drift SSA 6 | Conceptual | 192 100 000 |
| ZKZNUTHUN19 | Other | UMlalazi | Middle-drift SSA 7 | Conceptual | 60 900 000 |
| ZKZNUTHUN20 | Other | Nkandla | Nkandla Vutshini SSA 1 | Conceptual | 417 000 000 |
| ZKZNUTHUN21 | Other | Nkandla | Nkandla Vutshini SSA 3 &4 | Conceptual | 201 000 000 |
| ZKZNUTHUN22 | Other | uMfolozi | Mbonambi SSA3 | Conceptual | 28 600 000 |
| ZKZNUTHUN23 | Other | UMlalazi | Middle-drift SSA 8 | Conceptual | 71 300 000 |
| ZKZNUTHUN24 | Other | Nkandla | Nkandla Vutshini Regional Water Supply (SSA5) | Design | 28 600 000 |
| | | uMfolozi | | | 187 616 350 |
| | | Mthonjaneni | | | 774 567 632 |
| | | Nkandla | | | 1 478 732 147 |
| | | Ntambanana | | | 765 743 848 |
| | | uMlalazi | | | 1 354 747 475 |
| | | All | | | 6 025 000 |
| | | | | | 4 567 432 452 |

## F4.5 MIG PROJECTS

**Table 98: MIG Allocation**

| OPERATIONAL PROJECTS | FUNDING | 2014/15 | 2015/16 | 2016/17 |
|---|---|---|---|---|
| MIG Projects Advertisements | MIG | 100,000 | 100,000 | 100,000 |
| 281-5 VIP Sanitation Project | MIG | - | - | 10,000,000 |
| 286-7 - VIP Sanitation Project | MIG | - | | 8,000,000 |
| 284-8 - VIP Sanitation Project | MIG | - | | 15,000,000 |
| 283-4 Sanitation Project | MIG | 1,000,000 | - | - |
| 284-6 - VIP Sanitation Project | MIG | 2,100,000 | - | - |
| 281-4 VIP Sanitation Project | MIG | 10,000,000 | 10,729,760 | |
| 286-6 - VIP Sanitation Project | MIG | 15,000,000 | 12,000,000 | - |

| | | | | |
|---|---|---|---|---|
| 284-7 - VIP Sanitation Project | MIG | 15,000,000 | 16,520,000 | - |
| Kwahlokohloko SSA 1 | MIG | - | 15,629,000 | 15,000,000 |
| Eshowe SSA 1 | MIG | 500,000 | 500,000 | 15,000,000 |
| Greater Mthonjaneni SSA 2 | MIG | 1,000,000 | 4,000,000 | 15,000,000 |
| Greater Mthonjaneni SSA 4 | MIG | 10,000,000 | 10,000,000 | - |
| Middledrift Phase 2 | MIG | 1,000,000 | - | - |
| Middledrift SSA3 | MIG | 2,000,000 | 4,000,000 | 15,000,000 |
| Vutshini Phase 1 | MIG | 5,000,000 | - | - |
| Mbonambi Water Phase 2 | MIG | 9,890,000 | 5,000,000 | - |
| Greater Mthonjaneni SSA 5 | MIG | 10,000,000 | 19,375,087 | 18,888,000 |
| Mpungose Phase 1D-Reticulation | MIG | 10,000,000 | 5,000,000 | 15,000,000 |
| Nkandla Vutshini S/A SSA5 | MIG | 14,000,000 | 10,000,000 | 15,000,000 |
| KwaHlokohloko S/A SSA5 | MIG | 20,000,000 | 11,000,000 | 10,000,000 |
| Mhlana Somopho Phase 3C | MIG | 10,095,446 | 10,000,000 | 15,000,000 |
| Middledrift SSA 5 | MIG | 30,358,000 | 40,000,000 | 10,000,000 |
| Mbonambi Water SSA 2 | MIG | - | - | 5,000,000 |
| Gingindlovu Waste Water Treatment Works | MIG | 1,000,000 | - | - |
| PMU - Operational | MIG | 4,019,554 | 4,282,153 | 4,500,000 |
| **Total** | | **172,063,000** | **178,136,000** | **186,488,000** |

## F4.6 RBIG PROJECTS

**Table 99: RBIG Projects**

| CAPITAL PROJECTS | FUNDING | 2014/2015 | 2015/2016 | 2016/2017 |
|---|---|---|---|---|
| Greater Mthonjaneni SSA 2 | RBIG | 15,000,000 | 70,000,000 | 10,000,000 |
| Eshowe SSA 1 | RBIG | 28,000,000 | 90,000,000 | 10,000,000 |
| Middledrift SSA5 | RBIG | 30,000,000 | 30,000,000 | 10,000,000 |
| Kwahlokohloko SSA 1 | RBIG | 105,000,000 | 30,000,000 | - |
| Nsezi Bulk | RBIG | 2,000,000 | 40,000,000 | 28,000,000 |
| Greater Mthonjaneni SSA5 | RBIG | - | 19,000,000 | - |
| Greater Mthonjaneni WTW (Phase 2) | RBIG | - | 40,000,000 | 10,000,000 |
| Greater Mthonjaneni SSA6 | RBIG | - | 13,000,000 | 20,000,000 |
| Greater Mthonjaneni SSA8 | RBIG | - | 15,000,000 | 20,000,000 |
| Vutshini Phase 1 | RBIG | - | 10,000,000 | 10,000,000 |
| Eshowe SSA3 | RBIG | - | 3,000,000 | 20,000,000 |
| **TOTAL** | | **180,000,000** | **360,000,000** | **138,000,000** |

# SECTION G: NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL

**This section to be updated in Final IDP**

## G1.0 DEPARTMENT OF HOME AFFAIRS

### DEPARTMENTAL FOOTPRINT

- 1 x Local Office Large: Richards Bay
- x Local Office Medium: Empangeni, Eshowe and Nkandla [Operating within the Magistrate Court]
- x Local Office Small: Esikhawini, Nseleni, Melmoth, Tulwane and Nxamalala
- 1 x Port of Entry: Richards Bay Harbour
- We currently do not have offices in uuMfolozi and Ntambanana municipalities
- We also currently have office accommodation challenges at Mthonjaneni. Together with DPW, we are in the process of securing an office.

### FLAGSHIP PROGRAMMES

- Hospital connectivity: Registration of birth within 30 days of the birth event
- High schools Project: 16-yr olds: IDs
- NPR Campaign: LRB process
- Immigration services
- Partnerships with stakeholders
- This is in addition to services being rendered in offices: birth certificates, identity documents, marriage certificates, death certificates, passports, amendments and permits.

## G2.0 DEPARTMENT OF ARTS AND CULTURE

### OVERVIEW

- Regional Office Management Services
- Archives Services
- Library Services
- Language Services
- Museum Services

## STRATEGIC GOALS

- Job creation
- Human Resource Development
- Human and Community Development
- Environmental Sustainability
- Governance and Policy

**Table 100: Departmental Projects for UDM**

| Strategic Goal 1: Job Creation | | | | | |
|---|---|---|---|---|---|
| **INTERVENTIONS** | **ACTIVITIES** | **BENEFICIARIES** | **LOCAL MUNICIPALITY** | **WARD** | **BUDGET** |
| War Room Intervention Package | Distribution of musical instruments<br>Train Artists<br>Branding of war rooms | Artists Community | All Local Municipalities | All Wards | R29 Million Entire Province |
| Beautification of public spaces programme | Identification of spaces in consultation with municipalities, identification of visual artists, provision of stipend | Artists Community | All Local Municipalities | All Wards | |
| | Implement and monitor an Mobile Library Units (MLU) in the most deprived wards as a job creation intervention. | Learners and community at large | All Local Municipalities | | R18 Million |
| Arts Centre Projects | Building of Arts Centre | | | | (Phase two) R29,3 Million |
| Provide accredited & non accredited training for artists | Performing Arts Skills Development | Performing artists | All Local Municipalities | | R10 000 |
| | Visual Arts and Craft Skills Development | Crafters | | | |
| | Theatre and Drama Skills Development | Performing Artists | | | |
| | Arts Business Management | Artists | | | |
| | Performing Arts & Visual Arts and Craft Skills Development (People with Disabilities) | People with disabilities | | | |
| | Choral | Choristers | | | |
| | Recycled Material | Crafters | | | |

| Strategic Goal 3: Human and Community Development | | | | | |
|---|---|---|---|---|---|
| **INTERVENTIONS** | **ACTIVITIES** | **BENEFICIARIES** | **LOCAL MUNICIPALITY** | **WARD** | **BUDGET** |
| Develop and implement programmes that promote norms and behaviors that create an enabling environment for successful community level institutions. | Disbursement of grant (Grants-in aid provided through Arts & Culture Council), organisation s apply using forms | Artists and arts & culture organisations | All Local Municipalities | All Wards | R1.6 Million (Entire Province)<br><br>Minimum of R50 000 per organisation is granted |
| | Coordinate meetings, conduct workshops, support to Matrons/ Maidens Forums | Artists | | | |
| | | Matrons | | | |
| | | Maidens | | | |
| | | Izinduna | | | |
| | Establish and support Provincial and District Arts and Culture forums, | Artists and arts & culture organisations | | | |
| Promote and accelerate roll out of Operation Sukuma Sakhe (OSS) | Participate in Operation Sukuma Sakhe: | Community | All Local Municipalities | | R20 000 |
| | Provincial Task Team (PTT) | | | | |
| | District task Team (DTT) | | | | |
| | Local task Team (LTT) | | | | |
| | Ward task Team (WTT) meetings and Interventions/Operation MBOs | | | | |
| | Implementation of the War Room Intervention Package | | | | |
| Develop and implement programmes | Conduct the following: | | | | R254 000 |
| | Moral regeneration and Behavioral Change Campaign | Community | | | |
| | Intergenerational and Intercultural dialogue | Community | | | |
| | Youth Camps | Youth | | | |
| | Youth Campaigns | Youth | | | |
| | Talent Search/ Auditions | Artists | | | |
| | Exhibitions | Crafters | | | |
| | Regional Africa Day | Community | | | |
| Hosting of cultural ceremonies, commemorations and special anniversaries | Support to Provincial cultural events: | | | | Provincial |
| | Freedom Day Celebration | | | | |
| | Afrika Day Celebration | | | | |
| | Nomkhubulwane | | | | |
| | Isivivane | | | | |

| | | | | | |
|---|---|---|---|---|---|
| | Royal Reed Dance Ceremony | | | | |
| | King Shaka Commemoration | | | | |
| | Eastern Rendezvous | | | | |
| | UMkhosi WoSelwa | | | | |
| Implement Toy Collection project | Implement and Monitor toy collection to improve basic education. | | uThungulu | | R50 000 |
| | | | eSkhawini | | |
| Enhance youth development and life-long learning | Heritage event with schools to create awareness of heritage | 4 -events | uThungulu | | R80 000 |
| Trainings | To conduct registry/ records management course | | Uthu | | R20 000 |
| | | | DoE Empangeni | | |
| | | | DEDT Esikhawini | | |
| | | | DoH Gingindlovu | | |
| | | | 2015 March | | |
| | | | Mthonjaneni | | |
| | | | Nkandla | | |
| | | | Mlalazi | | |
| | | | All Wards | | |
| Language Services | Translation and Editing services of official documents | Municipalities | All Wards | All Wards | |
| | | Departments and Statutory bodies | | | |
| | Conduct workshops on short stories | Writers | | | |
| | Conduct short story competition | Artists | | | |
| | Conduct reading and writing clubs | Community | | | |

# G3.0 DEPARTMENT OF AGRICULTURE AND ENVIRONMENTAL AFFAIRS

## BACKGROUND

- uThungulu District has two different categories of the municipalities (coastal and inland)
- uThungulu is highly rich in terms of biodiversity. Therefore, it is necessary that the environment is well protected.
- National, provincial and local environmental departments have a constitutional obligation to ensure that the environment is protected and not harmful to well being

**Table 101: Environmental Projects: DEA-DC28- 2011/2014**

| LOCAL MUNICIPALITY | PROJECT NAME | BUDGET | FUNDER |
|---|---|---|---|
| Mthonjaneni | Upgrading of Parks | R5m | DEA |
| uMlalazi | Ongoye Forest Development project | R14m | DEA |
| uMlalazi | Siyaya Coastal Park: uMlalazi Nature Reserve | R4m | DEA |
| uMlalazi, uMhlathuze, uuMfolozi | Working for the Coast-Cape St Lucia-Ballito | | DEA |
| Ntambanana | Development of open space and Recreation Park | R10m | DEA |
| Nkandla | Land Rehabilitation | R15m | DEA |
| Nkandla | Greening | R14m | DEA |
| Nkandla | Nkandla-Nkingumathe Environmental Education Centre | R10m | DEA |
| Nkandla | Establishment of Nkandla Landfill Site | R14m | DEA |

*Source: Department of Agriculture and Environmental Affairs*

**Table 102: Environmental IASP Projects-DAEA: DC28-2013/14**

| LOCAL MUNICIPALITY | WARD NUMBER | INKOSI | PROJECT NAME | SIZE OF PROJECT/ PROJECT HA | NO OF JOBS CREATED |
|---|---|---|---|---|---|
| uMhlathuze | 1, 2, 4, 9, 18, 24, 26 | Mkhwanazi | uMhlathuze | 3,606 | 182 |
| uMhlathuze | 7 | N/A | Owen Sithole College | 350 | 52 |
| Mthonjaneni | 3 | Zulu | Mfanefile | 1,000 | 68 |
| Nkandla | 11, 13, 14 | Ntuli, Khanyile, Shange, Shezi, Nxamala, Magwaza | Nkandla | 5,000 | 196 |
| | | | | Total employment created | 498 |

*Source: Department of Agriculture and Environmental Affairs*

## G4.0 DEPARTMENT OF HEALTH

### DISTRICT FOCUS

The district focuses on the analysis of the national priorities for improving the health status of the entire population, and thus contributing to the broader national vision of "A long healthy life for all South Africans". This is in line with the 4 strategic outputs of the Negotiated Service Delivery Agreement (NSDA), namely:

- Output 1: Increasing Life Expectancy
- Output 2: Decreasing Maternal and Child mortality( MDG 4&5)
- Output 3: Combating HIV and AIDS and decreasing the burden of diseases from Tuberculosis (MDG 6)
- Output 4: Strengthening Health System Effectiveness

## G5.0 COASTAL MANAGEMENT

**Table 103: Coastal Management Projects**

| | | COMMENTS | BUDGET |
|---|---|---|---|
| Beach and estuary cleaning<br>uMfolozi Local Municipality<br>➢ Sokhulu<br>➢ Nhlabane<br>➢ Mzingazi<br>uMhlathuze Local Municipality<br>➢ Alkantstrand Beach<br>➢ Esikhaleni Beach<br>➢ Port Durnford Beach<br>➢ Mpembeni Beach<br>uMlalazi Local Municipality<br>➢ Mlalazi Nature Reserve | | (120 Kms)<br>18 Months | R 3 232 774 |
| Road and beach access clearing<br>uMfolozi Local Municipality<br>➢ Sokhulu<br>➢ Nhlabane<br>➢ Mthiyane<br>uMlalazi Local Municipality<br>➢ uMlalazi Nature Reserve | 4<br>Roads | 17 Kms | R 2 027,253 |
| Removal of foreign matter and alien plants.<br>uMlalazi Local Municipality<br>➢ uMlalazi Nature Reserve | 96 Ha | UNR | R 1 765,891 |
| Rehabilitation of dunes through stabilization<br>uMhlathuze Local Municipality<br>➢ Alkantstrand Beach<br>uMlalazi Local Municipality<br>➢ uMlalazi Nature Reserve | | UNR | R 553 371 |
| Visitor facilities upgrade and maintenance<br>uMfolozi Local Municipality<br>➢ Nhlabane<br>uMhlathuze Local Municipality<br>➢ Alkantstrand Beach<br>uMlalazi Local Municipality<br>➢ uMlalazi Nature Reserve | | UHR & uuMfolozi | R 1 207,012 |

| | | | |
|---|---|---|---|
| Hiking / Horse Trails<br>uMlalazi Local Municipality<br>➢ uMlalazi Nature Reserve<br>➢ Matikulu River to Mtunzini | | | R 1 110 460 |
| General Landscaping Park<br>uMfolozi Local Municipality<br>➢ Sokhulu<br>➢ Nhlabane<br>➢ Mzingazi<br>uMhlathuze Local Municipality<br>➢ Alkantstrand Beach<br>➢ Esikhaleni Beach<br>➢ Port Durnford Beach<br>➢ Mpembeni Beach<br>uMlalazi Local Municipality<br>➢ uMlalazi Nature Reserve | Concrete bins, Braai Stands, Educational Signs and Fencing | | R 1 203 239 |
| Total | | | R 11 100 000 |

Note: Funding to be managed by Ezemvelo KZN Wildlife

## G6.0 HUMAN SETTLEMENTS PROJECTS

The predominantly rural nature of the district has resulted in numerous rural housing projects being implemented and there is still a need for more rural housing.
Urban projects are in existence but are not happening at the rate required due to various constraints. Currently we have more than 20 projects in Construction Stage
± 30 Projects in Planning Stage, more than 30 Projects in the pipeline.

Human Settlements have three (3) Integrated Residential Development Programme (IRDP) housing projects planned. (2 in uMfolozi Municipality, 1 in UMhlathuze Municipality). The IRDP provides for the acquisition of land, servicing of stands for a variety of land uses including commercial, recreational, schools and clinics, as well as residential stands for low, middle and high income groups. The land use and income group mix is based on local planning and needs assessment. 4 planned housing project for under the Finance Linked Individual Subsidy Programme (FLISP) or Gap Market; in uMhlatuze and Mthonjaneni Municipality. FLISP is an instrument to assist qualifying households by providing a once off down payment to those households who have secured mortgage finance to acquire a residential property for the first time.
Five (5) slums clearance (Informal Settlements) projects:
2 in Umlalazi Municipality,
2 in uMfolozi Municipality
1 in UMhlathuze Municipality (Outcome8).

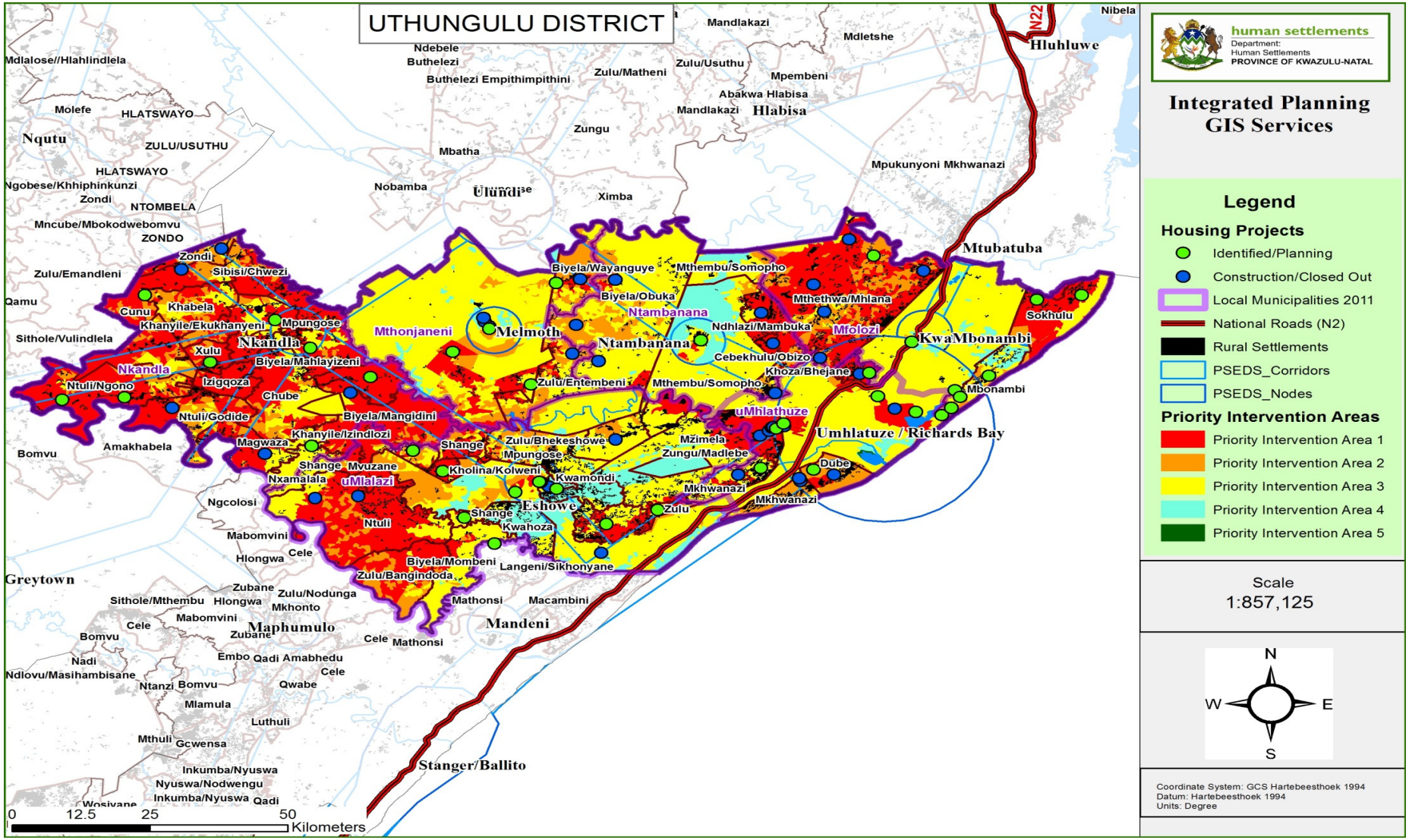
## DEPARTMENTAL HOUSING PROJECTS

**Table 104: Housing Projects**

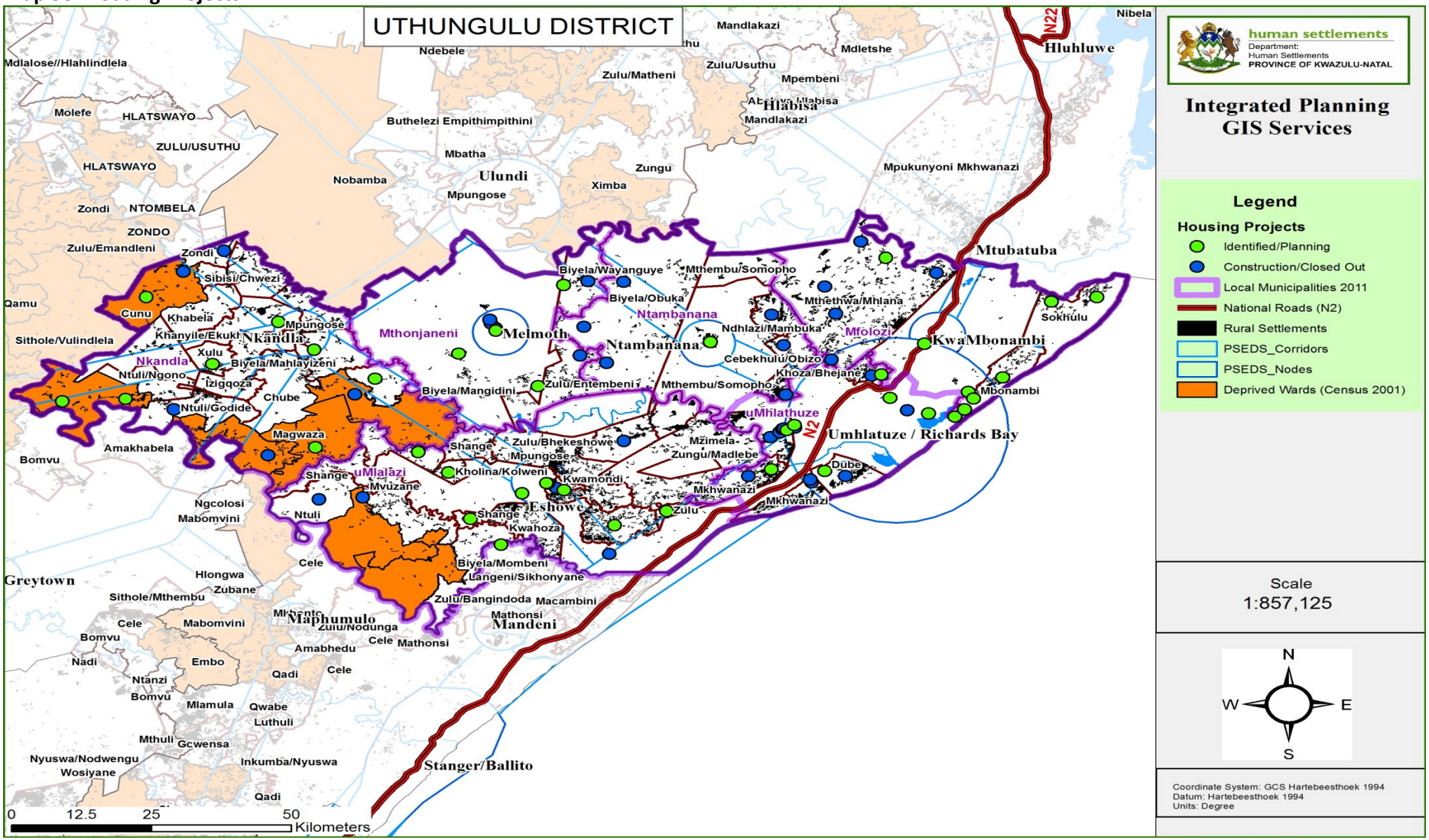
| PROJECT NAME | LOCAL MUNICIPALITY | TYPE OF PROJECT | PROJECT STATUS | TOTAL UNITS |
|---|---|---|---|---|
| **2014/2015** | | | | |
| Ngono Rural Housing Project | Nkandla KZ286 | Rural (ITB) | Planning | 1 000 |
| Dlomo Rural Housing Project | Nkandla KZ286 | Rural (ITB) | Planning | 1 000 |
| Mpungose South Rural Housing Project | Nkandla KZ286 | Rural (ITB) | Planning | 1 000 |
| Chube Rural Housing Project | Nkandla KZ286 | Rural (ITB) | Feasibility | 1 000 |
| Xulu Housing Project | Nkandla KZ286 | Rural (ITB) | Feasibility | 1 000 |
| Mahlayizeni Housing Project | Nkandla KZ286 | Rural (ITB) | Feasibility | 1 000 |
| Ekukhanyeni Rural Housing Project | Nkandla KZ286 | Rural (ITB) | Feasibility | 1 000 |
| Ogelweni | Ntambanana KZ282 | Rural (ITB) | Planning | 1 000 |
| Bhukhanana Housing project | Ntambanana KZ283 | Rural (ITB) | Identified | 1 000 |
| Mvuzane Housing Project | Umlalazi KZ284 | Rural (ITB) | Planning | 1 000 |
| Kholweni Housing Project | Umlalazi KZ284 | Rural (ITB) | Planning | 1 000 |
| KwaMondi Housing Project | Umlalazi KZ284 | Rural (ITB) | Planning | 1 000 |
| KwaKhoza Housing Project | Umlalazi KZ284 | Rural (ITB) | Planning | 1 000 |
| Nzalabantu Housing Project | uMfolozi KZ281 | IRDP | Planning | 1 000 |
| Sibululwane Housing Project | uMfolozi KZ281 | IRDP | Planning | 1 000 |
| Ndlabeyilandula Housing Project | uMfolozi KZ281 | IRDP | Planning | 1 000 |
| Dumisani Makhaye Phase 6 and 8 | uMhlatuze KZ282 | IRDP | Planning | 1400 |
| **TOTAL NUMBER HOUSES** | | | | 17400 |
| **TOTAL BUDGET** | | | | **R47 000 000** |

*Source: Department of Human Settlements*

**Map 57: Housing Projects**



**Map 58: Housing Projects**



## G7.0 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

Chapter six(6) of the National Development Plan focuses on an integrated and inclusive rural economy. It also says that by 2030, South Africa's rural communities must have better opportunities to participate fully in the economic, social and political life of the country.
The vision also includes a better integration of the country's rural areas, achieved through successful land reform, infrastructure development, job creation and poverty alleviation.

The CRDP has three development measurables: meeting basic human needs, rural enterprise development; and, rural industries sustained by credit facilities and markets.

- **CRDP -PHASE 1- MEETING BASIC HUMAN NEEDS - WATER & SANITATION PROJECTS**

| Name of Project | Description | Number of HH | Local Municipality | Ward Number | Contract Value | Status |
|---|---|---|---|---|---|---|
| Mfongosi | Construction of pump station rising main | 3723 | Nkandla | 9 | R2,450,617 | Complete |
| Mandaba | Water Treatment | | Nkandla | 6,7,11 | R4,851,438 | Complete |
| Nkulisabantwa | Rural Water Scheme | | Umlalazi | 3 | R5,454,900 | Complete |
| Yanguye | Bulk Water pipe and reticulation | | Mthonjaneni | 4 | R11,559,504 | Complete |
| Umlalazi Ward 5 Central | Construction of 500 VIP toilets | 500 | Umlalazi | 5 | R3,002,076 | Complete |
| Umlalazi Ward 5 North | Construction of 500 VIP toilets | 500 | Umlalazi | 5 | R 3 002 076.00 | Complete |
| Umlalazi Ward 5 South | Construction of 500 VIP toilets | 500 | Umlalazi | 5 | R2,868,607 | Complete |
| Umlalazi Ward 7 North | Construction of 500 VIP toilets | 500 | Umlalazi | 7 | R2,868,607 | Complete |
| Nkandla Ward 7 South | Construction of 500 VIP toilets | 500 | Nkandla | 7 | R3,002,076 | Complete |
| Nkandla Ward 9 | Construction of 500 VIP toilets | 500 | Nkandla | 9 | R2,868,607 | Complete |
| **TOTAL** | | **6723** | | | **R36,475,815** | |

*Source: Department of Rural Development and Land Reform*

- **CRDP - PHASE 2 – ENTERPRISE DEVELOPMENT AND INFRASTRUCTURE PROJECTS**

| NAME OF PROJECT | DESCRIPTION | BENEFICIARIES | LOCAL MUNICIPALITY | WARD NUMBER |
|---|---|---|---|---|
| Nkandla Smart Growth Centre | Development of Nkandla Smart Growth Centre: Government services; Boarding School; Retail facilities; Light Industral centre linked to Agro processing | Catchment area of 25km2 with approx. 2000 households | Nkandla & Umlalazi | 17,15 |
| Nsuze Irrigation | Construction of new Irrigation Scheme 0f 500ha for vegetable production | 1000 Small scale farmers | Nkandla | 14 |
| uThungulu Livestock Infrastructure | Implementation of projects that fall within the 7 peg programme | Fencing; dip tanks; boreholes; cattle sale yards; feedlots; stock water dams etc. | Various Municipalities under uThungulu DM | Various Municipalities under uThungulu DM |

*Source: Department of Rural Development and Land Reform*

- **CRDP - PHASE 2 ISCHOOL PROJECT**

| NAME OF SCHOOL | DESCRIPTION | BENEFICIARIES | LOCAL MUNICIPALITY | WARD NUMBER |
|---|---|---|---|---|
| Mfongosi combined secondary school | I School | | Nkandla | 9 |
| Fosheni primary school | I School | | Nkandla | 9 |
| Esiphadla primary | I School | | Nkandla | 9 |

*Source: Department of Rural Development and Land Reform*

- **CRDP - PHASE 2 – ENTERPRISE DEVELOPMENT AND INFRASTRUCTURE PROJECTS**

| Name of Project | Description | Beneficiary | Local Municipality | Ward Number | Contract Value | Status |
|---|---|---|---|---|---|---|
| Enkonjeni Fencing | Fencing of 9.5 km crop fields | 1 community | Ulundi | - | R312,534.42 | Complete |
| Umlalazi Crop Fields Fencing | Fencing of +/- 31 km of crop fields | 5 communities | Umlalazi | 3, 4, 4 & 24 | R2,182,644.68 | Complete |

| | | | | | | |
|---|---|---|---|---|---|---|
| Nkunguma the Crop Fields Fencing | Fencing of +/- 21 km of crop fields | 24 communities | Nkandla | 1 & 5 | R1 106 246.70 | Complete |

*Source: Department of Rural Development and Land Reform*

### CHALLENGES

- Bulk infrastructure
- Dispersed Settlements
- Lack of commitment in some municipalities in preparation of Human Settlements Plans
- Lack of will from municipalities to identify and prioritize project as per national and provincial strategic objectives
- Lack of well-located land
- Land Ownership (State Land vs ITB Land)
- Lack of Capacity to initiate and implement such projects

### WAY FORWARD

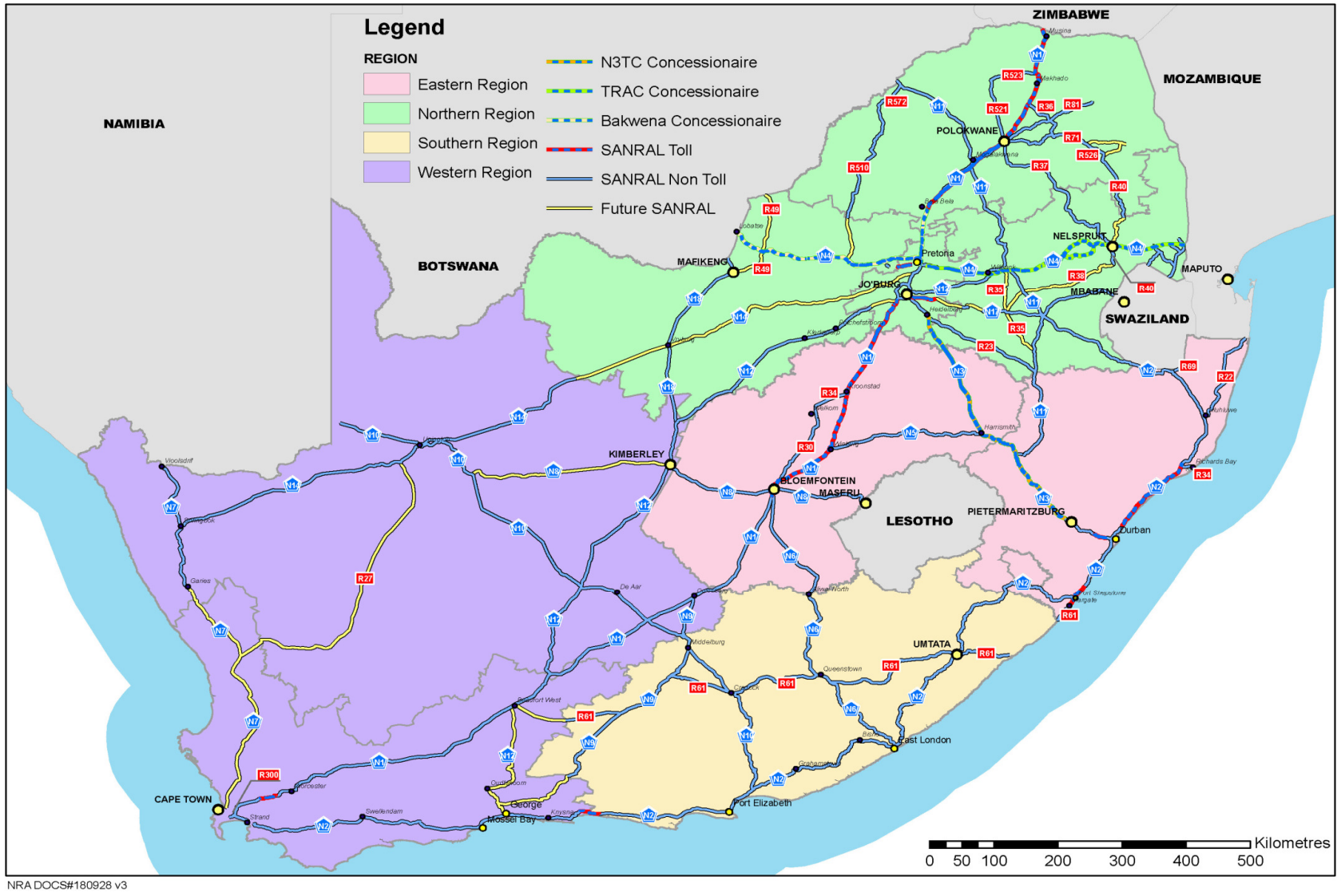
- Improve the human settlements plans of all municipalities to align them to SDF, PSEDS, PGDS, WSDP, Outcome 8 etc.;
- Subscribe to the same vision and message for development; NDP
- Densification and a wider product range (rental, etc.) Need to concentrate on those areas already clustered;
- Support the rental housing for rural professionals and scarce skills providers;
- Concentration and creation of human settlements around existing nodes;
- Align human settlements with other government initiatives e.g. MIG
- Build credible capacity;
- Build partnerships
- Engage with the traditional leaders and councils to address issues of allocation of the sites to ensure that proper settlements are created;
- Full layout planning with reservation of sites for facilities such as schools, worship, recreation, etc.

## G8.0 TRANSPORT

The District Municipality is not responsible for any roads.

In terms of the National Land Transportation Act 2009 Districts are the designated planning authorities for areas of judistriction, however the District currently does not have an up dated District Integrated Transport Plan (DITP) due to budget and capacity constraints. The District last updated its Integrated Transport Plan in 2005. Efforts to secure funding to capacity the District to develop this critical plan are being perused and it is hoped that the plan will be developed in the future. Rural Access roads have the most impact for future development of the district.

**Map 60: National Road Network**




NRA DOCS#180928 v3

## TRANSPORT PROJECTS

**Table 105: Transport Projects**

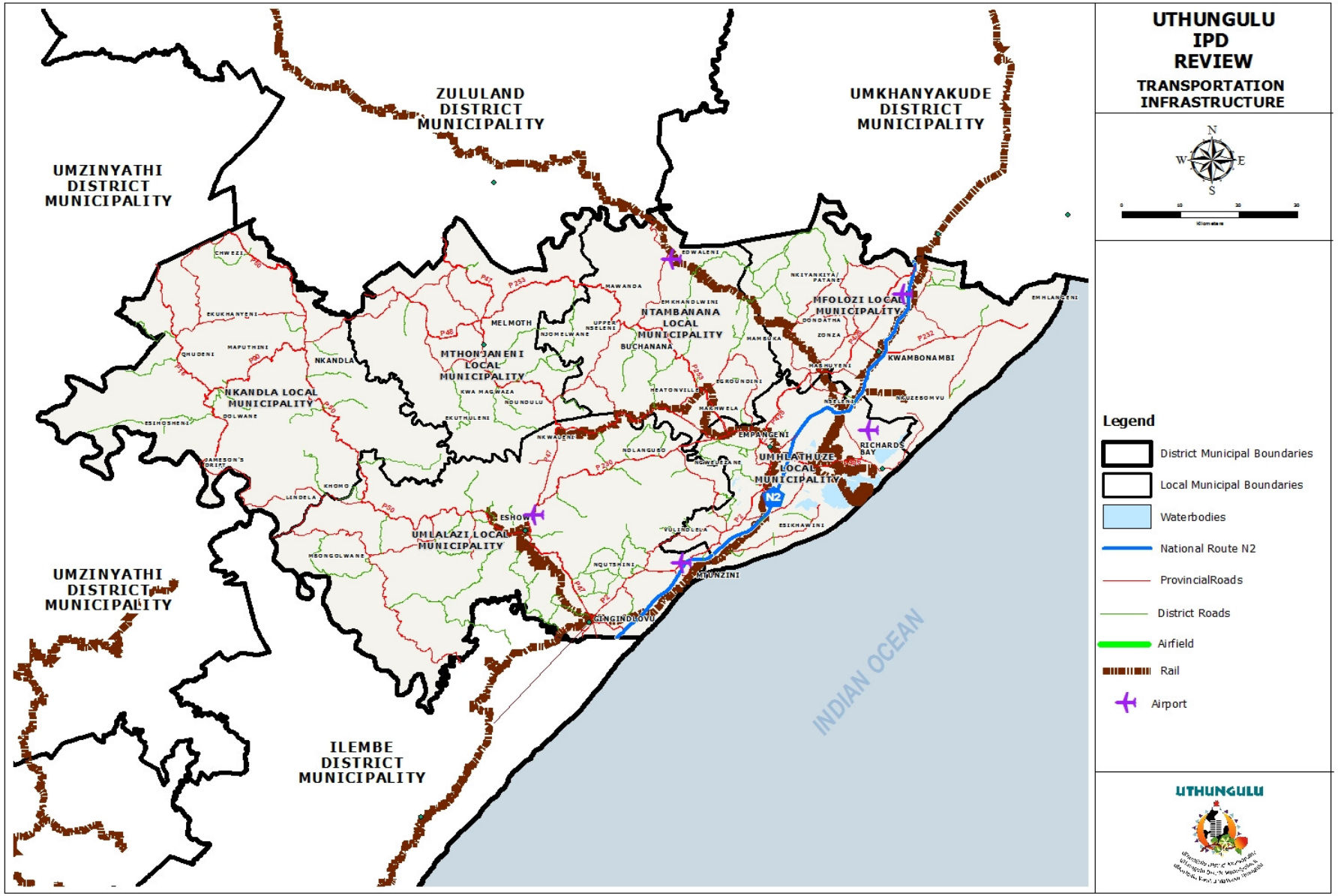
| | | | | Budget Allocation | | |
|---|---|---|---|---|---|---|
| **Local Municipality Name** | **Programme** | **Project No.** | **Activities** | **2014/2015** | **2015/2016** | **2016/2017** |
| **uMfolozi Municipality** | **LIGHT REHAB 15/16** | D249 | Overlay | | 2,888,568 | |
| | **LIGHT REHAB 16/17** | P392 | Overlay | | | 2,976,000 |
| | **OK** | P232 | UPGRADE | 15,750,000 | 16,537,500 | 17,364,375 |
| | | P425 | UPGRADE | 2,000,000 | 30,000,000 | 32,000,000 |
| | | P499 | UPGRADE | 10,500,000 | | |
| | **OK VEHICLE BRIDGE** | 3561 D780 MFOLOZI RIVER BRIDGE (AT KM 2.10) | VEHICLE BRIDGE | 0 | 4,500,000 | |
| **uMfolozi Municipality Total** | | | | **28,250,000** | **53,926,068** | **52,340,375** |
| **Mthonjaneni Municipality** | **LIGHT REHAB 14/15** | P47-4 | Overlay | 3,552,000 | | |
| | | P47-4 | Overlay | 5,040,000 | | |
| | **LIGHT REHAB 16/17** | P574 | Overlay | | | 3,936,000 |
| | **OK VEHICLE BRIDGE** | 3349 L2379 MTHONJANENI NHLAMANYATI RIVER VEH BRIDGE | VEHICLE BRIDGE | 15,844,357 | 9,255,643 | |
| | **PED BRIDGE** | 3511 KWASENGENI RIVER PEDESTRIAN BRIDGE | PEDESTRIAN BRIDGE | 4,500,000 | | |
| | | KWAGONGCO RIVER PEDESTRIAN BRIDGE | PEDESTRIAN BRIDGE | 0 | | 5,000,000 |
| | **REHAB 15/16** | P227 | REHAB | | 12,420,000 | |
| | **REHAB 16/17** | P508 | REHAB | | | 5,850,000 |
| | **RESEAL 14/15** | P574 | Reseal | 5,016,326 | | |
| **Mthonjaneni Municipality Total** | | | | **33,952,683** | **21,675,643** | **14,786,000** |
| **Nkandla Municipality** | **LIGHT REHAB 15/16** | D1599 | Overlay | | 4,237,008 | |
| | **LIGHT REHAB 16/17** | P15-2 | Overlay | | | 1,014,600 |
| | **OK** | P90 | UPGRADE | 0 | 11,000,000 | 15,000,000 |
| | **OK VEHICLE BRIDGE** | 0559 P50-3 GOSWENI | VEHICLE BRIDGE | 0 | | 8,100,000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | RIVER BRIDGE (AT KM 13.60) | | | | |
| | | 1254 P90 NSUZE RIVER BRIDGE - LENGTHENING | VEHICLE BRIDGE | 2,625,000 | 2,488,656 | |
| | | 3289 TULWANA TUGELA RIVER BRIDGE | VEHICLE BRIDGE AND ACCESS ROAD | 11,550,000 | 27,000,000 | 8,000,000 |
| | | 3530 P706 NSUZE RIVER BRIDGE (KM 5.44) | VEHICLE BRIDGE | 15,000,000 | 15,000,000 | 3,715,513 |
| | | 3532 P223 MHLATUZE RIVER BRIDGE (AT KM 3.16) | VEHICLE BRIDGE | 0 | | 3,600,000 |
| | | 3540 D2309 NSUZE RIVER BRIDGE | VEHICLE BRIDGE | 2,000,000 | 1,543,188 | |
| | **PED BRIDGE** | MANZAMNYAMA RIVER PEDESTRIAN BRIDGE | PEDESTRIAN BRIDGE | 0 | | 2,400,000 |
| | **RESEAL 14/15** | D1599 | Reseal | 2,601,000 | | |
| | | P15-2 | Reseal | 4,539,000 | | |
| | **RESEAL 15/16** | P15-2 | Reseal | | 3,682,200 | |
| | **RESEAL 16/17** | P50-2 | Reseal | | | 11,866,000 |
| **Nkandla Municipality Total** | | | | **38,315,000** | **64,951,052** | **53,696,113** |
| **Ntambanana Municipality** | **LIGHT REHAB 16/17** | P393 | Overlay | | | 16,185,600 |
| | **OK VEHICLE BRIDGE** | 3118 P534 MFULE RIVER BRIDGE | VEHICLE BRIDGE | 2,200,000 | 5,721,816 | 17,000,000 |
| | | 3564 D1585 NSELENI RIVER BRIDGE | VEHICLE BRIDGE | 0 | | 3,600,000 |
| | **PED BRIDGE** | 3560 MFULE RIVER PEDESTRIAN | PEDESTRIAN BRIDGE | 6,650,000 | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | BRIDGE | | | | |
| | **REHAB 14/15** | D877/D130 | REHABILITATE D877 | 23,814,000 | | |
| **Ntambanana Municipality Total** | | | | **32,664,000** | **5,721,816** | **36,785,600** |
| **uMhlathuze Municipality** | **Construction** | STC 3906 D1555 SINGLE BARREL BOX CULVERT | Culvert | 3,950,000 | | |
| | **LIGHT REHAB 14/15** | P106 | Overlay | 17,712,000 | | |
| | | P2-4 | Overlay | 1,800,000 | | |
| | | P2-4 | Overlay | 24,000,000 | | |
| | | P456 | Overlay | 2,419,200 | | |
| | **LIGHT REHAB 15/16** | P2-4 | Overlay | | 3,600,000 | |
| | | P243 | Overlay | | 2,198,400 | |
| | | P2-5 | Overlay | | 4,591,200 | |
| | | P496 | Overlay | 2,952,000 | | |
| | | P496 | Overlay | | 6,885,600 | |
| | | P517 | Overlay | | 1,387,116 | |
| | | P535 | Overlay | | 6,593,436 | |
| | | P743 | Overlay | | 1,465,464 | |
| | | P744 | Overlay | | 354,744 | |
| | **OK** | D887 | UPGRADE | 21,000,000 | 22,050,000 | 23,152,500 |
| | | P494 | UPGRADE | 10,500,000 | | |
| | **OK VEHICLE BRIDGE** | 3522 P525 NTUZE RIVER BRIDGE (AT KM 5.49) | VEHICLE BRIDGE | 3,000,000 | | |
| | **REHAB 14/15** | P2-4 | REHAB | 69,750,000 | | |
| | | P343 | REHAB | 10,670,400 | | |
| | | P496 | REHAB | 11,858,400 | | |
| | **REHAB 15/16** | P106 | REHAB | | 5,580,900 | |
| | | P496 | REHAB | | 31,680,000 | |
| | **REHAB 16/17** | D1597 | REHAB | | | 4,847,850 |
| | **RESEAL 14/15** | P438 | Reseal | 409,071 | | |
| | | P496 | Reseal | 5,576,000 | | |
| | | P517 | Reseal | 1,462,000 | | |
| | | P744 | Reseal | 1,198,330 | | |
| | **RNI** | P231 | UPGRADE | 0 | 20,000,000 | 25,000,000 |
| | **LIGHT REHAB 14/15** | P231 | Overlay | 2,310,000 | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | UPGRADE | 47,250,000 | | |
| **uMhlathuze Municipality Total** | | | | **237,817,401** | **106,386,860** | **53,000,350** |
| **uMlalazi Municipality** | **ARRUP** | P230 | UPGRADE | 44,000,000 | | |
| | | P47-4 | Overlay | 8,391,744 | | |
| | **LIGHT REHAB 15/16** | P230 | Overlay | | 12,183,576 | |
| | **LIGHT REHAB 16/17** | P218 | Overlay | | | 71,400 |
| | | P2-4 | Overlay | 2,346,000 | | |
| | **OK** | D883 | UPGRADE | 10,000,000 | 10,500,000 | 11,025,000 |
| | **OK VEHICLE BRIDGE** | MANDENI TUGELA RIVER VEHICLE BRIDGE | VEHICLE BRIDGE | 0 | 2,000,000 | 14,000,000 |
| | **PED BRIDGE** | 3480 IMPAPALA RIVER PEDESTRIAN | PEDESTRIAN BRIDGE | 0 | | 5,000,000 |
| | | MANDENI TUGELA RIVER PEDESTRIAN BRIDGE | PEDESTRIAN BRIDGE | 0 | | 5,000,000 |
| | | NEMBE RIVER PEDESTRIAN BRIDGE | PEDESTRIAN BRIDGE | 0 | | 4,800,000 |
| | **REHAB 14/15** | P2-4 | REHAB | 11,250,000 | | |
| | | P47-4 | REHAB | 6,030,000 | | |
| | **REHAB 15/16** | P50-1 | REHAB | | 51,660,000 | |
| | | P542 | REHAB | | 3,339,630 | |
| | **RESEAL 14/15** | P218 | Reseal | 2,709,375 | | |
| | | P230 | Reseal | 8,143,000 | | |
| | **RESEAL 15/16** | P218 | Reseal | | 43,350 | |
| | | P323 | Reseal | | 1,428,000 | |
| | | P47-5 | Reseal | | 8,262,000 | |
| **uMlalazi Municipality Total** | | | | **92,870,119** | **89,416,556** | **39,896,400** |
| **Grand Total** | | | | **463,869,203.2** | **342,077,995.0** | **250,504,838.0** |

**Map 61: Transport Infrastructure**



# G9.0 ENERGY – ELECTRICITY ESKOM

## Energy Sector Plans:

uThungulu have budgeted to revise the Energy Sector Plan during 2015/16 financial year, and will include an O&M Plan to be done in this revision thus enabling the district to have the latest source of information thats available. Also the district can concentrate on institutional arrangements etc.

## Eskom:

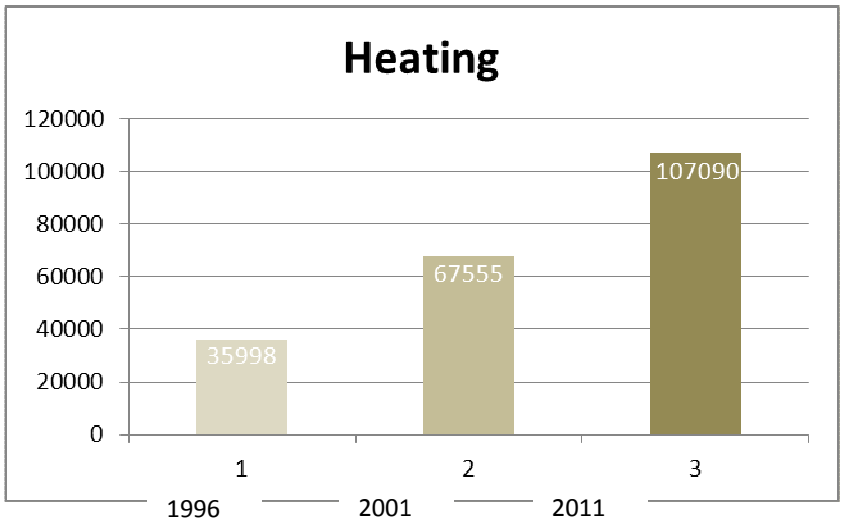
Eskom, the national electricity supplier, supplies electricity in bulk. Richards Bay, Melmoth, Eshowe and Empangeni are the only towns that buy electricity in bulk and distribute to their consumers. The Local Municipality of Nkandla was assisted by the UDM with the provision of basic electricity until July 2010, but now is responsible for service provision in the town. The supply to rural areas is slow due to high costs associated with scattered settlements and no anchor clients.

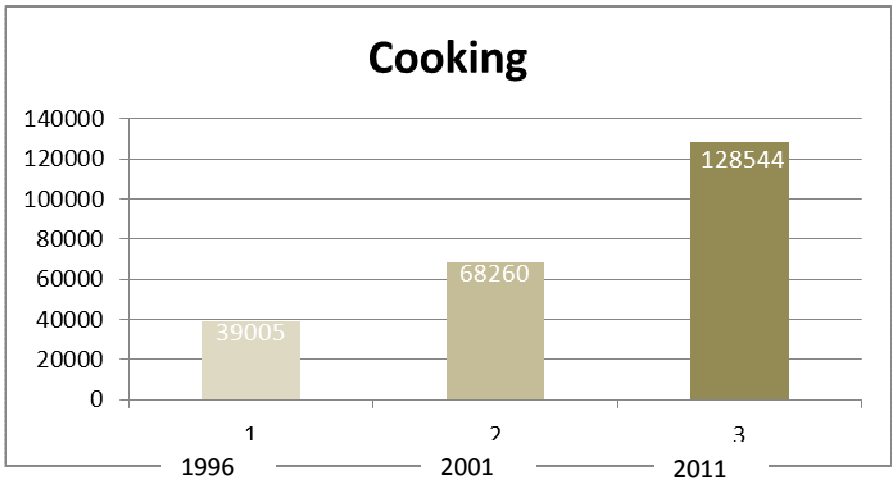
Eskom's supplies grid electrification while the Department of Mineral and Energy Affairs is responsible for non-grid electrification. A combined strategy/partnership between uThungulu and Eskom is urgently required to form an integrated and sustainable electrical service delivery within the district. In conjunction with the Department of Minerals & Energy and Eskom a plan should be devised to implement uThungulu Energy Master Plan as compiled.

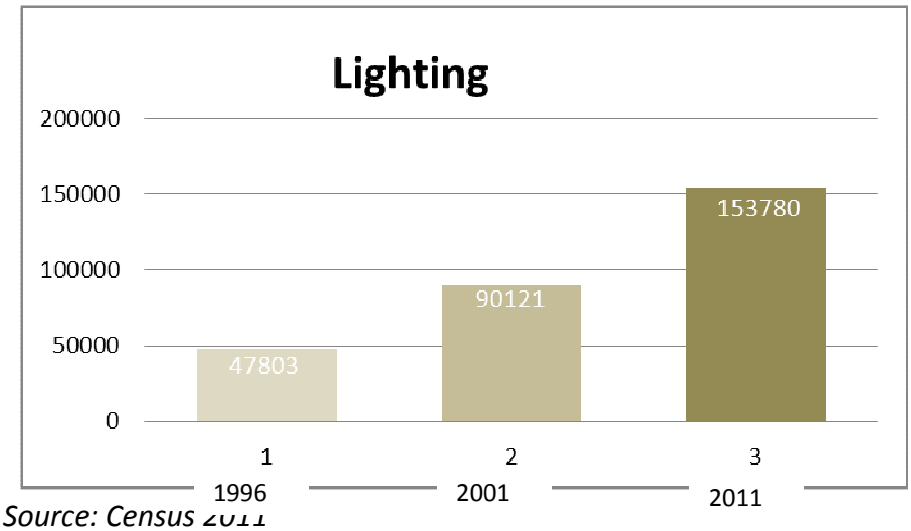
According to the 2011 census, the number of households with access to electricity for lighting increased from 55.2% in 2001 to 75.8% in 2011.

The national energy crises has far reaching implications on the supply and maintenance of infrastructure services to the district, notably the cost for stand by generators at pump stations as well as the running cost of such generators. Apart from such operational expenses, the environmental costs of increased combustion into the atmosphere as a result of generator operations also need to be considered.

**Graph 30: Distribution of households using electricity for heating, cooking and lighting - 1996, 2001 and 2011**

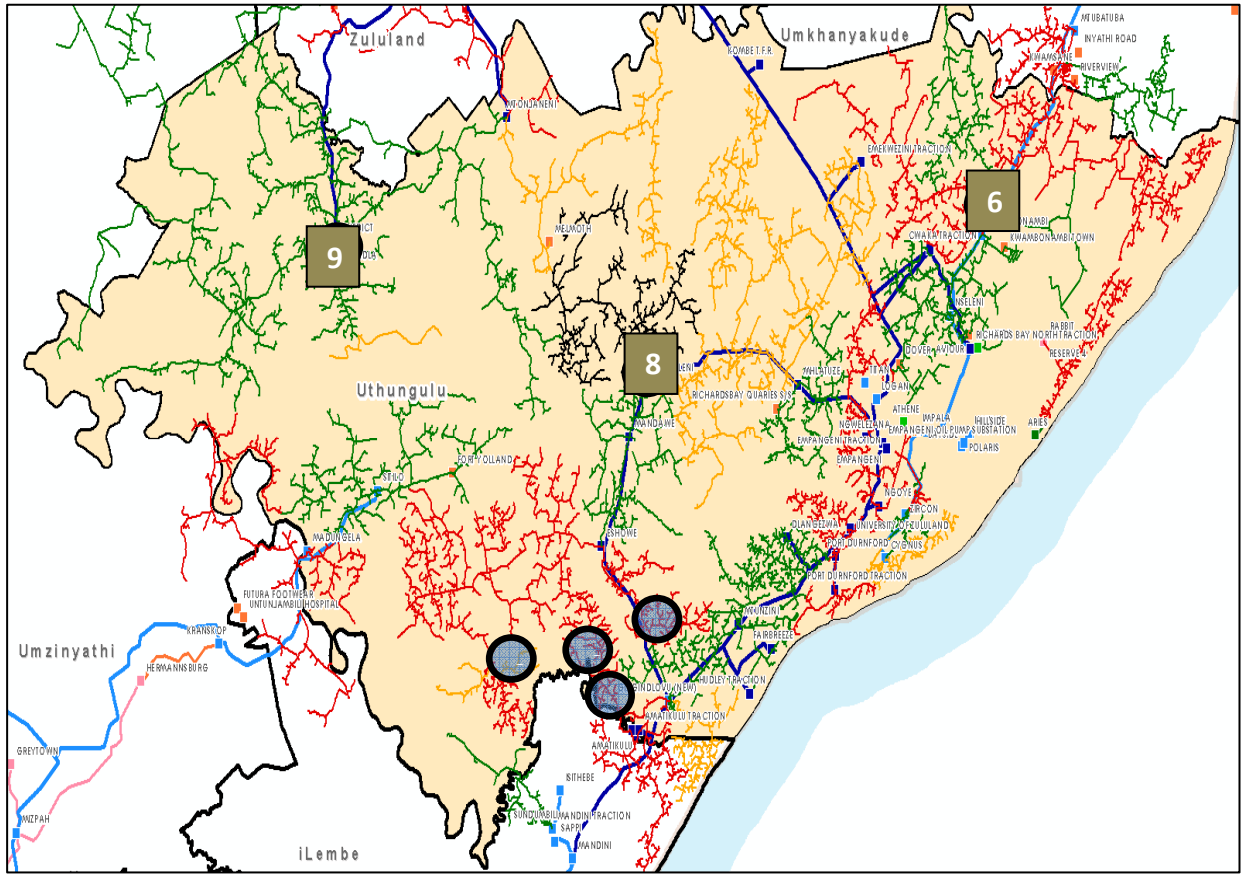


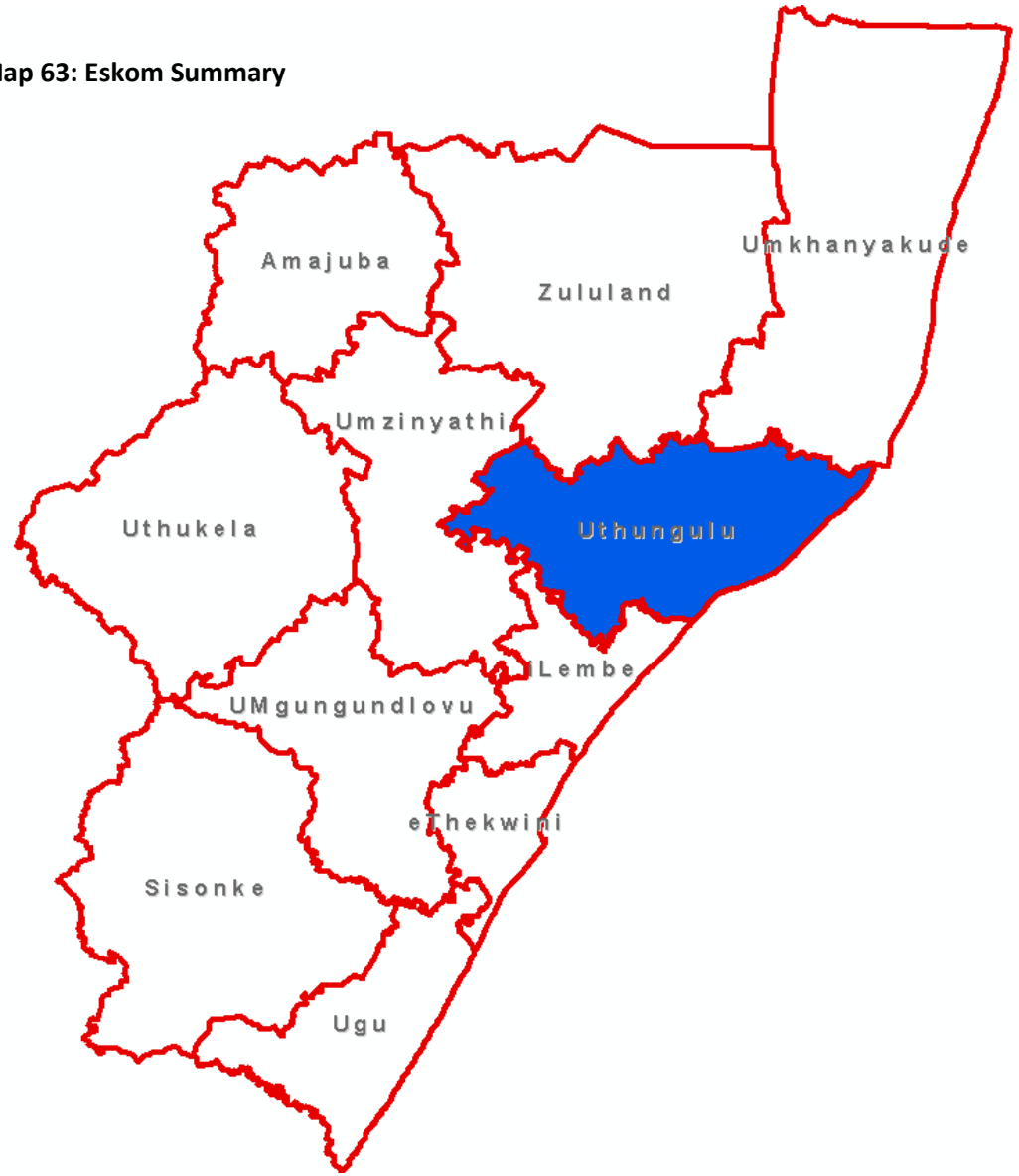

*Source: Census 2011*

**Map 62: Electricity Infrastructure and Progress**



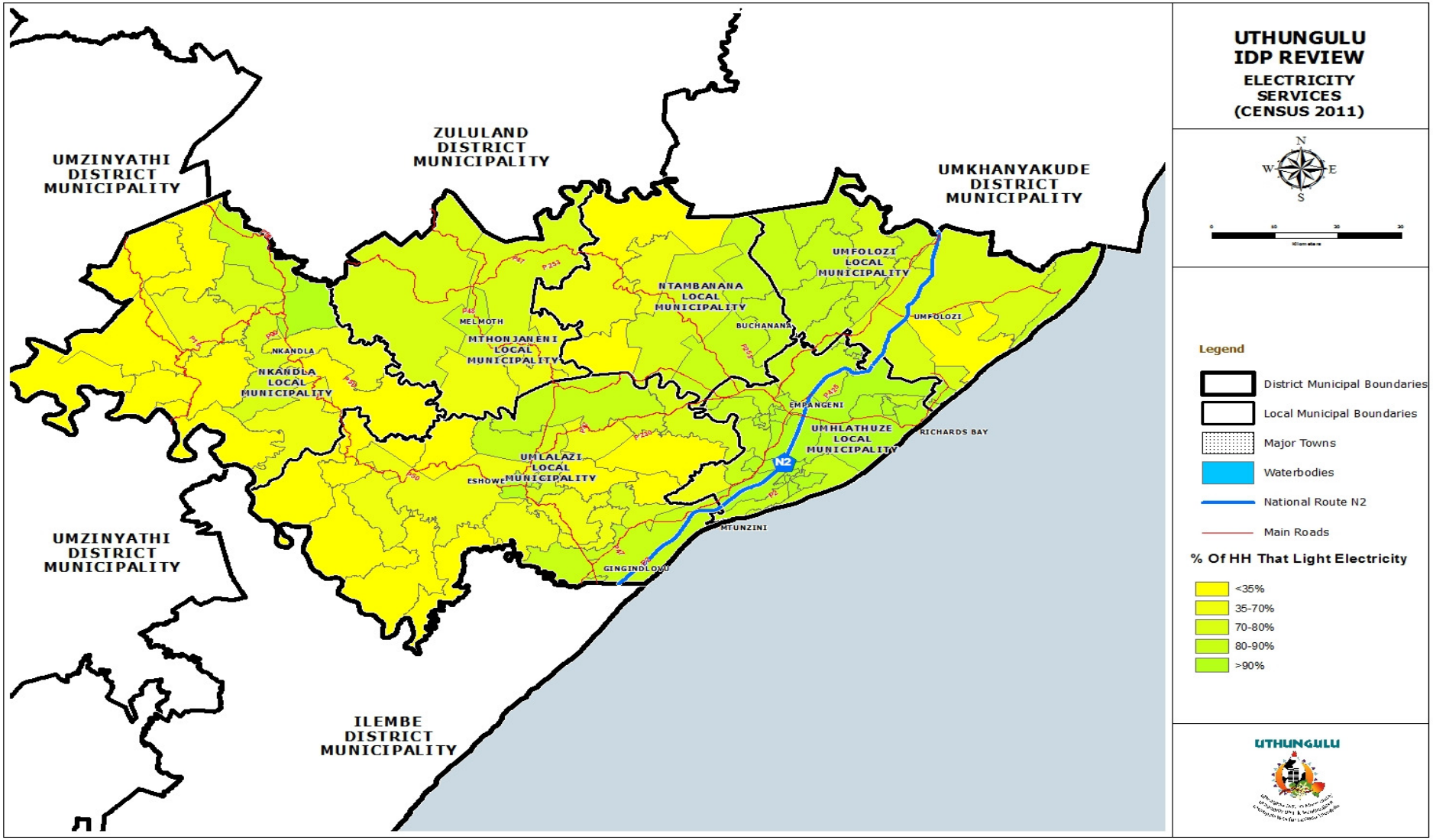

| # | Project Name | Form Status |
|---|---|---|
| 1 | Umlalazi Municipality- Eshowe SS Capacity Increase | CRA |
| 2 | Mbongolwane 132 kV line establish | CRA |
| 3 | Mbongolwane 132/22 kV 20 MVA SS | CRA |
| 4 | Gingindlovu SS additional 132 kV fdr bay for Mandini line est | DRA |
| 5 | Amatikulu 132 kV Switch station | CRA |
| 6 | Kwambonambi 132/22 kV SS 2x132 kV Line bays Establish | CRA |
| 7 | Est Port Durnford 20 MVA 88/11 kV Transformer | CRA |
| 8 | Nkwaleni SS 10MVA (88/11 kV) Trfr Upgrade to 20MVA (88/22 kV) | ERA |
| 9 | Nkandla 22/11 kV 2.5 MVA to 5 MVA transformer upgrade | CRA |
| 10 | Mandini-Gingindlovu 24 km 132 kV Double circuit line est | DRA |

**Map 63: Eskom Summary**




| | |
|---|---|
| TOTAL HOUSEHOLDS | 202,977 |
| ELECTRIFIED | 75.8% |
| BACKLOG | 49,198 |

**Map 64: Electricity Services**



**Map 65: uThungulu DM – Capacity Constraints**

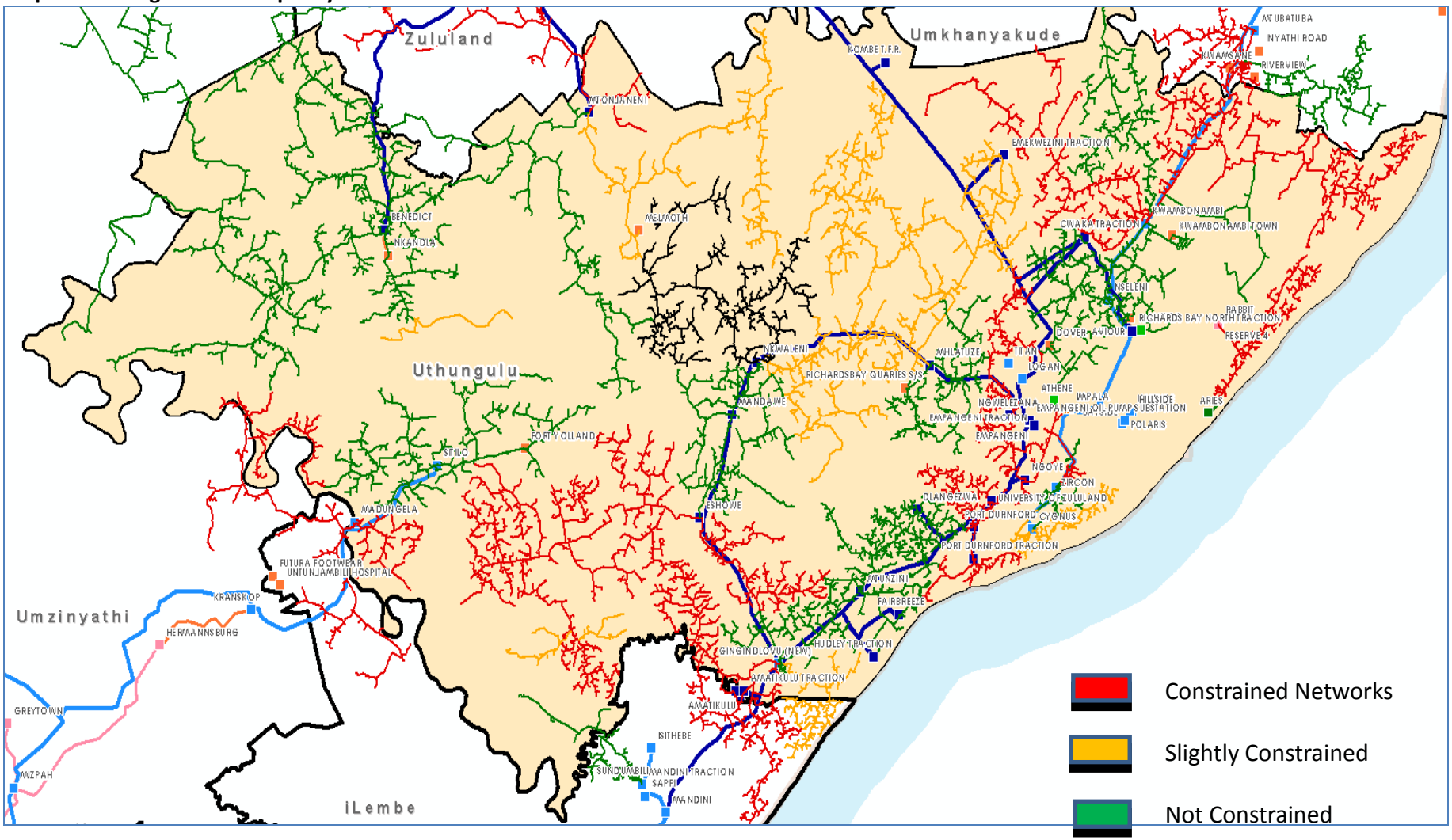


**Table 106: Eskom Infrastructure Planned Projects List**

| PROJECT NAME | PLANNED DATE |
|---|---|
| Nungwini SS Est. | 2016 – 2017 |
| Sokhulu SS Est. | 2015 – 2016 |
| Empembeni SS Est. (Customer Supply) | 2016 – 2017 (customer dependant) |
| Ngoye SS Est. | 2019 – 2020 |
| Mangethe SS Est. | 2014 - 2015 |
| Mbongolwane SS Est. | 2015 2016 |

## G10.0 TELECOMMUNICATIONS

It is important to note that nearly 90% of households have a cellphone. This may be a quick and effective way to directly communicate with households e.g. for giving notice of public meetings etc.

**Table 107: Telecommunications**

| MUNICIPALITY | TOTAL HOUSEHOLDS | | LANDLINE/TELEPHONE | | CELLPHONE | | INTERNET | |
|---|---|---|---|---|---|---|---|---|
| uMhlathuze | 86,609 | 42.70% | 12,596 | 6.20% | 80,871 | 93.40% | 41,558 | 48.00% |
| Nkandla | 22,463 | 11.10% | 492 | 0.20% | 18,977 | 84.50% | 5131 | 22.80% |
| uMfolozi | 25,584 | 12.60% | 1,006 | 0.50% | 22,778 | 89.00% | 7279 | 28.40% |
| Ntambanana | 12,826 | 6.30% | 285 | 0.10% | 11,065 | 86.30% | 2007 | 15.60% |
| uMlalazi | 45,062 | 22.20% | 2,848 | 1.40% | 38,066 | 84.50% | 12,317 | 27.30% |
| Mthonjaneni | 10,433 | 5.10% | 411 | 0.20% | 8,187 | 78.50% | 2299 | 22.00% |
| uThungulu | 202,976 | 100.00% | 17,638 | 8.70% | 179,944 | 88.70% | 70,595 | 34.80% |

*Source: Census 2011*

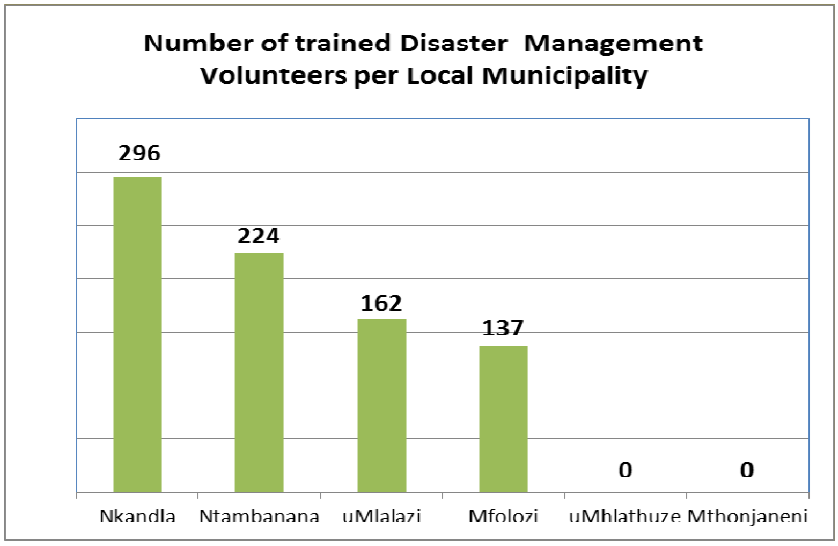
# SECTION H: ACHIEVEMENTS

**TO BE UPDATED IN FINAL IDP**

## H1.0 COMMUNITY SERVICES

### H1.1 VOLUNTEER ESTABLISHMENT

Since 2012, the District Disaster Management Centre with the assistance of Working on Fire has recruited and trained at least 657 disaster management volunteers. The Nkandla Local Municipality has the highest number of volunteers (296) followed by Ntambanana (224), uMlalazi (162)and uMfolozi (137).The uMlalazi Local Municipality uses Working on Fire volunteers. The uMhlathuze and Mthonjaneni Local Municipalities do not have disaster management volunteers yet, however the process to recruit and train volunteers is underway pending budget availability.



## PHOTOS OF VOLUNTEERS



**Figure 1:** uMlalazi volunteers training at Obanjeni area in ward 20 on the 28 March 2014.



**Figure 2:** uMlalazi volunteers training at Ethafeni area in ward 18 on the 03 April 2014.



**Figure 3:** uMfolozi volunteers training at Ndlabeyilandula area in ward 3 on the 10 July 2014.



**Figure 4:** uMfolozi volunteers training at Oqazweni area in ward 9 on the 22 July 2014.



**Figure 5:** uMfolozi volunteers training at Sokhulu area in ward 1 on the 23 July 2014.



**Figure 7:** uMfolozi volunteers training at Nzoza area in ward 8 on the 28 July 2014.

## H1.2 INTERNATIONAL DAY FOR DISASTER RISK REDUCTION

The International Day was started in 1989, when the United Nations General Assembly designated the second Wednesday of October. The International Day was observed annually during the International Decade for Natural Disaster reduction, 1990-1999.In 2001, The United Nation General Assembly decided to maintain the observance of the International Day for natural disaster reduction as a vehicle to promote a global culture of natural disaster reduction, including disaster prevention, mitigation and preparedness.

Several studies show us that including the needs and voices of persons with disabilities at all stages of the disaster management process, and especially during planning and preparedness, can significantly reduce their vulnerability and increase the effectiveness of Government response and recovery efforts.

The district first started commemorating The International Day for Disaster Reduction (IDDR) in 2012/2013 'People with disabilities" and 2013/2014 'Senior Citizen" which encouraged every citizen and government to take part in building more disaster resilient communities and nations. uThungulu District Disaster Management Centre commemorated this day by visiting a total number of eighteen (18) households with person (s) with any form of disability, in which three (3) households were visited per local municipality within uThungulu District (3 households X 6 local municipalities). The visits were conducted in partnership with number of stakeholders/role-players particularly Community Leadership, Local Municipalities, Government Departments, Agencies and NGOs. The stakeholders/role-players participated include the Department of Human Settlement, Department of Health, South African Police Service, Working on Fire, Department of Social Development, South Africa Social Security Agency, Department of Home Affairs, Political Leadership, Traditional Leadership, Disability Forums and Relevant Municipal Departments e.g. Fire Departments, Community Services Departments.

The visitation entailed the assessment (survey) of conditions in which people with disability are living in; raising awareness on prevailing disaster risks/hazards and precautionary measures thereof; provision of food items, blankets, fire awareness t-shirt and firefighting equipment (knapsack and fire beater).

This year 2013/2014 the focus of the International Day for Disaster Reduction (October) is on older people, including their needs and what they contribute to better planning and understanding of disaster risk in their communities. IDDR 2014 intends to switch on and amplify this critical issue now and for the post-2015 framework for disaster risk reduction.

# SECTION I: PERFORMANCE